

**Metropolitan
Life
Insurance
Company**

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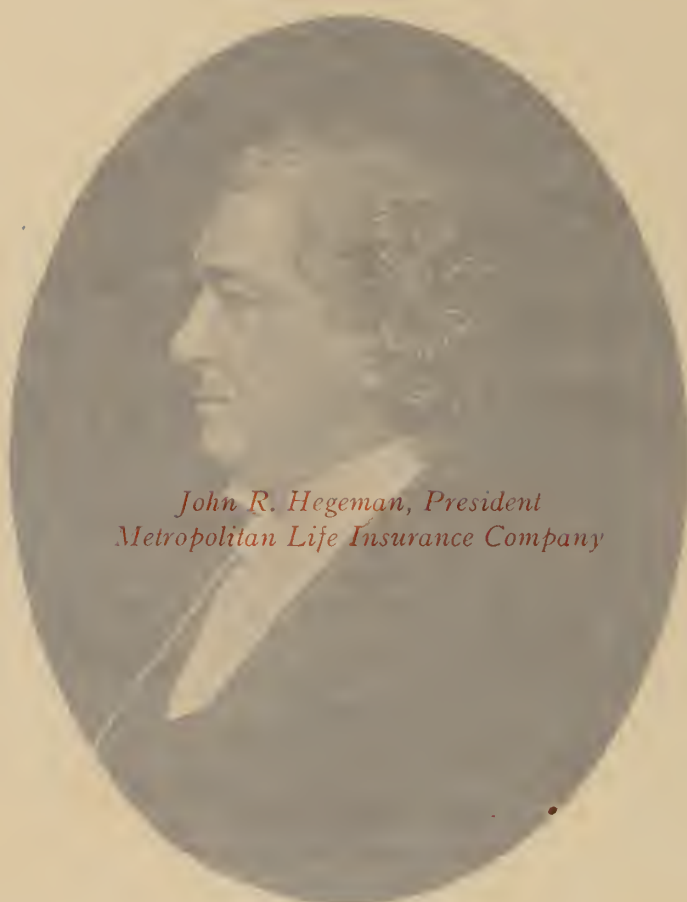
The Metropolitan Life Assurance Company

Capital paid up, \$10,000,000. Surplus, \$10,000,000. Total assets, \$20,000,000. Total liabilities, \$20,000,000. Total income, \$1,000,000. Total expenses, \$500,000. Total profit, \$500,000.

Metropolitan Life Assurance Company
New York City, N. Y.



For information, apply to the
Metropolitan Life Assurance Company



*John R. Hegeman, President
Metropolitan Life Insurance Company*

The Metropolitan Life Insurance Company

ITS HISTORY, ITS PRESENT POSITION IN THE INSURANCE
WORLD, ITS HOME OFFICE BUILDING AND ITS
WORK CARRIED ON THEREIN



NEW YORK
THE METROPOLITAN LIFE INSURANCE COMPANY
1908

Officers

JOHN R. HEGEMAN, <i>President</i>	T. R. RICHARDSON, <i>Assistant Secretary</i>
HALEY FISKE, <i>Vice-President</i>	JOHN R. HEGEMAN, JR., <i>Assistant Secretary</i>
GEORGE H. GASTON, <i>Second Vice-President</i>	F. F. TAYLOR, <i>Assistant Secretary</i>
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JAMES S. ROBERTS, <i>Secretary</i>	E. M. HOLDEN, M.D., <i>Asst. Medical Director</i>
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JACOB CHADEAYNE, <i>Mgr. Intermediate Branch</i>	JAMES C. BROWN, <i>Assistant Actuary</i>

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Preface

IN the year 1903 the Metropolitan Life Insurance Company passes the fortieth year of its history as a life company, and the same year will see practically finished its monumental Home Office building. It is appropriate to mark these two events with some account of the history of the company and its present position in the world of insurance, and with a full description, sufficiently illustrated to bring them before the eye of the interested reader, of the building—the largest business building in the world—of its various novel, beautiful and useful features and of the wonderful work carried on within its walls. We hope the book will be of interest to the field force, which has made the company what it is; to the policy-holders, who indeed *are* the company in a very true sense, and to the tenants of the building and their visitors and friends. The building now houses 6,000 people, and a count made of those who entered its doors in one day—and that turned out to be a stormy one—footed up over 23,000; with the tower and the rest of the building completed, some 10,000 people will make their business home here—a goodly city. All who come under its ample roof are welcome, all who accept policies of insurance issued from it are members of our household, and all who read this book are invited to become part of our happy family.



The Metropolitan Life Insurance Company

THE OFFICE OF THE COMPANY IS LOCATED IN THE INSURANCE
BUILDING, 100 WALL STREET, NEW YORK, AND THE
NEW YORK OFFICE OF THE COMPANY IS LOCATED IN THE
METROPOLITAN LIFE BUILDING, 100 WALL STREET, NEW YORK.

General Policy

In the event of death, the Metropolitan Life Insurance Company will pay to the designated beneficiary the sum of the face of the policy, plus any interest or dividends which may have accrued thereon at the time of death. In the event of death, the Metropolitan Life Insurance Company will also pay to the designated beneficiary the sum of the face of the policy, plus any interest or dividends which may have accrued thereon at the time of death.

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Home Office Building, Madison Square, New York City

The Metropolitan Life Insurance Company

ITS HISTORY, ITS PRESENT POSITION IN THE INSURANCE
WORLD, ITS HOME OFFICE BUILDING AND ITS
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Historical Sketch

IN the year 1863 there was incorporated by the state of New York the National Life and Limb Insurance Company, the object of which was to insure, against death and casualty, the soldiers and sailors engaged in the Civil War. The name of this company was subsequently changed to the National Life and Travelers Insurance Company.

In 1866 two new corporations were formed from it, namely, the National Life Insurance Company and the National Travelers Insurance Company; the life insurance business being transacted by the National Life, and the National Travelers devoting itself to the casualty business. The National Life Insurance Company passed into the hands of a receiver in the year 1873.

The National Travelers Insurance Company, however, soon made application to the Legislature for permission to engage in the business of life insurance, and in 1868 its name was changed to "Metropolitan Life Insurance Company," as will be seen from the following, which appeared in the New York Insurance Report for the year 1868.

"The National Travelers Insurance Company, which was incorporated May 5, 1866, as a casualty insurance company, now appears as a pure and simple life insurance company, unembarrassed by any of the complications of an accident or casualty insurance business. This change was effected with the approval of the superintendent under and by virtue of a special act of the Legislature (see Chap. 29, Laws of 1868), and the company now starts almost *de novo* the Metropolitan Life Insurance Company.

"The calendar year 1867 shows only four new life insurance companies incorporated during the year, one of which disappeared almost at birth, leaving three only as

against five new companies in 1866, and three already organized (including the Metropolitan) in the year 1868. The additional new companies already projected for 1868 will doubtless mark its calendar as incorporating the largest number of life insurance institutions of any year in our state history."

We quote the last paragraph simply to indicate to the reader the mania that existed at that time for the incorporation of life insurance companies; and perhaps it will not be amiss to state that of all the companies to which the superintendent alluded as having been organized in the years 1866, 1867 and 1868, together with all those which were in process of organization and which subsequently organized in that year, the Metropolitan is the only surviving company.

It need not be inferred from this that the pathway of the Metropolitan was strewn with roses, or that it did not have difficulties to meet and obstacles to surmount. The care and anxiety inseparable from the successful establishment of a new enterprise in the face of severe competition on the part of stronger rivals were not strangers to the officers of this company.

In the year 1869 and for many years thereafter the company, through another organization, did a large business on the weekly premium plan, in addition to that secured on annual, semi-annual and quarterly bases. Its record of policies issued and in force each year is contained in the following table (up to and including 1879, but excluding the Industrial business issued in the last six weeks of that year, which was the time of its Industrial beginning).

YEAR	ISSUED		IN FORCE DECEMBER 31ST		DEATH CLAIMS AND MATURED ENDOWMENTS
	NUMBER	AMOUNT	NUMBER	AMOUNT	AMOUNT
1867	403	\$979,404	346	\$809,400	\$ 0
1868	1,447	4,340,900	1,433	4,077,400	5,000
1869	2,930	4,856,839	3,560	6,878,139	20,500
1870	9,113	11,078,199	9,331	13,335,108	56,770
1871	7,602	8,312,930	11,299	14,989,582	87,500
1872	8,642	11,556,663	15,345	20,546,341	165,000
1873	12,242	11,753,399	18,698	26,383,865	197,565
1874	8,280	11,870,435	18,972	27,385 145	238,070
1875	4,830	6,836,446	17,441	25,107,087	288,556
1876	4,116	5,217,032	17,508	24,223,764	235,771
1877	2,405	2,391,442	11,950	16,536,814	215,553
1878	984	1,175,521	10,016	13,903,156	267,984
1879	510	537,181	7,680	11,150,349	217,500

A glance at the figures for the last few years in this table shows a rapidly declining volume of business.

No proof was needed to demonstrate that there was energy enough to prosecute the business, for that had already been shown in the company's past career; as in 1873 it occupied third place in the number of policies written, out of fifty-six companies transacting business in the state of New York. The simple facts were, however, that the company was comparatively young, its assets small and its surplus meager. To have continued an aggressive policy, with its attendant expense, when the older and larger companies were rapidly increasing the rates of commissions, would have reduced the surplus, already small, and probably wiped it out altogether, with the result of placing the company in a position not encouraging for its future. While it is true that the Metropolitan had been issuing policies on the weekly premium basis, as above stated, since the year 1869, and the Prudential Insurance Company of Newark had been writing business since 1876, restricting its efforts up to 1879 to the three states of New Jersey, New York and Pennsylvania, and the John Hancock of Boston had also engaged in it, yet Industrial insurance was not widely known in this country until the Metropolitan entered the field in the last year.

In the early part of 1879 the subject of introducing that plan of insurance in this country after the general working methods of the great London company was rediscussed by the officers of the Metropolitan, who had been considering it, off and on, for several years previously, and it was then determined to give the business a trial. Industrial insurance is insurance adapted to the working classes by providing amounts of insurance based on weekly premiums of five cents and multiples thereof, collected by the company at the homes of the insured.

It required more than ordinary courage and faith to branch off from the old and well-tried forms of insurance to enter this new field. The English company had appeared to be a wonderful success, but whether the system would prove successful in this country was an open question. In the first place, it was not known whether it would be popular among the industrial classes of America, and even if a large volume of business could be written, there was absolutely no criterion as to the probable death rate, or whether enough of the premium income

could be retained to meet the legal reserve required by law. The presumption was not altogether in favor of success, because the great English company established its own rule of computing the reserve liability, and could at all times, therefore, show a surplus; while in this country the rigid rules of valuation called for a high reserve, failure to meet which would mean disaster.

To fully appreciate this statement it is only necessary to say that it was not until the end of 1886, or thirty-eight years after its incorporation, that the Prudential Insurance Company of London, which then had over seven million policies in force, adopted the rule practised in this country, known as the net premium basis of valuation. The actuary of that company, in his report concerning this matter, said: "It may be contended that the principles which are adopted in the valuation of Ordinary assurances are not applicable to Industrial risks, but it must be a source of the highest gratification to every one connected with the company to feel that the business of this branch will now bear a test so severe and one hitherto unknown in the history of Industrial Insurance." He must have meant the history in Great Britain; the test was borne by the Metropolitan in the United States from the start.

But, after the decision of the Metropolitan officers was arrived at, the work was prosecuted with the utmost vigor. Several companies were already in the field and were operating in various states. Some one company must stand at the head, and the Metropolitan determined to push to the front and hold the leadership. Rather than rely wholly upon the slow process of educating men here to the intricacies and difficulties of field work, the company imported from across the water a large number of men who were experts in the prosecution of the business, and who (with their families) were located in the prominent cities of the country. To these, in addition to its own home force, was assigned the task of laying the foundation; of educating a body of efficient co-workers; training them to the best methods of house-to-house canvassing and collecting; perfecting them in the intricate matters of bookkeeping, accounts and the numerous forms inherent to a business of so much detail; and thus developing in others the powers of supervision and leadership. Many of the men who joined the company in the very earliest years of its operations are in the active service of the company to-day, and are justly proud of their connection with it.

The first Industrial policy in the Metropolitan was written in November, 1879, and in 1880 it wrote 215,878 policies. When these results were first published insurance men were astonished, not thinking it possible for such a volume of business to be written by one company.

When we consult the New York Life Insurance Report, giving the total business transacted throughout the country during the year 1880 by all the companies writing Ordinary business, and find that the aggregate number of policies written by those companies was 72,267, it is not surprising that the attention of the insurance world should be focused upon this particular phase of the business. The Superintendent of Insurance of New York State wrote in his Annual Report in 1881: "This class of insurance is somewhat new and is yet an experiment in this country, but thus far it seems to meet with success, which promises well for its future growth and prosperity; * * * one company in New York, the Metropolitan, has issued during the past year more than two hundred thousand of these policies."

The Prudential of Newark, operating since 1876, had on January 1, 1880, 43,715 policies in force, limited, as already stated, to three states; while the Metropolitan, in its first year, wrote over 200,000 policies. The lead thus taken by the Metropolitan has been maintained without interruption during all the intervening years, and its remarkable growth is worthy of a place in the history of the nation.

The income of the Prudential of London in 1854 (the first year of Industrial insurance) was \$15,375; in 1864, \$381,355; in 1874, \$2,898,060; in 1884, thirty years after it began Industrial business, \$15,308,370. The income of the Metropolitan in 1879 (the first year of Industrial insurance) was \$567,598; in 1889, \$9,863,819; in 1899, \$28,798,714; and in 1907, \$73,114,161! Thus in thirty years the Metropolitan will have reached more than five times the income reported by the Prudential at the end of the same period of its history. Who will venture to say what the income will be ten years hence?

The expenses of establishing a "plant," of vigorously pushing the business, of meeting the high rate of mortality among the industrial class, and of attaining and maintaining the leadership of the business, were so great that it was deemed wise, in 1883, to seek legislative permission to increase the capital stock of the company. That permission being promptly granted, \$400,000 was added, making the capital \$500,000.

It is interesting, when considering the company's present proud position, to note how, in its earlier days, it passed through difficulties so great that by many its future was deemed problematical.

According to the Massachusetts Insurance Report (the Massachusetts standard of valuation required a much higher reserve up to 1887 than did the New York standard; then, in accordance with a law passed by the Legislature, the New York standard was changed), the surplus was \$298,791.13, December 31, 1882. On the 31st of December, 1883, the surplus was \$331,474.24, or an increase of only \$32,683.11 over the previous year, notwithstanding that \$400,000 had been paid in cash by stockholders during the year! At the end of 1884 the surplus was reduced to \$201,209.25. It is true there was some consolation in the fact that the loss was not so great as in 1883, but the question naturally arose, How long can this thing last? When is the tide to turn? The feeling of apprehension that prevailed at the end of 1885 can perhaps be better imagined than described when it is stated that the surplus had dropped to \$139,651.41, which was the equivalent of a loss of \$559,139.72 in three years! Of course this amount had been absorbed mainly in establishing numerous agencies in many states, embracing thousands of men; in the vast amount of canvassing literature and other material necessary to the work; in large accessions to the Home Office clerical force, etc.; but in computing the assets no credit could be taken for these, and the only question was whether the company would be permitted to maintain its hold long enough to demonstrate the wisdom of its expenditures and the value of its plant.

The tide began to turn in 1886, seven years after the corner-stone had been laid, and at the end of that year the surplus had increased to \$258,123.03, and continued to augment so rapidly, that the company has been able during the past fourteen years to grant concessions to policy-holders, the cash value of which exceeded thirteen millions of dollars.

From the end of 1879 to the end of 1891 the number of policies in force in the Ordinary Department fell from 7,680 to 3,153, because little effort was made to secure new policy-holders, though the interests of existing policy-holders were guarded with the utmost care. During this entire period the officers of the company were men of one idea as to new business, not deviating in the least until that one idea had developed a healthy, vigorous, gigantic institution whose ramifications extended

to every city, town and village of any importance in twenty states, in addition to the District of Columbia and the Dominion of Canada, and embraced with its arms of protection more than two millions of policy-holders. Then, realizing that its army of 7,000 agents must of necessity come in contact with some people who desired and could afford to pay for larger sums than the Industrial Department was designed to cover, it was decided, in 1892, to revive the Ordinary Department. With this object in view new rates of premium were computed, covering the Ordinary forms of insurance and some special forms, but all on the stock, or non-participating, plan.

YEAR	ISSUED		IN FORCE DECEMBER 31ST		DEATH CLAIMS AND MATURED ENDOWMENTS
	NUMBER	AMOUNT	NUMBER	AMOUNT	AMOUNT
1880	370	\$399,413	6,895	\$10,063,479	\$243,434
1881	202	280,358	6,325	9,433,733	248,598
1882	172	215,639	5,843	8,566,445	165,236
1883	239	256,805	5,006	6,888,782	143,076
1884	242	239,292	4,448	5,692,785	142,750
1885	184	176,980	4,082	5,062,985	136,152
1886	147	150,535	3,759	4,604,351	124,415
1887	127	135,100	3,524	4,272,790	131,106
1888	185	235,435	3,379	4,067,777	121,273
1889	242	277,572	3,319	3,986,592	86,796
1890	296	371,741	3,287	3,922,486	103,950
1891	178	193,511	3,153	3,767,882	111,355
1892	1,704	2,002,641	4,446	5,316,300	96,654
1893	5,486	6,123,656	8,162	9,259,471	168,222
1894	12,326	14,099,859	15,744	17,861,196	135,545
1895	15,572	17,822,542	23,253	26,570,719	221,773
1896	16,483	16,314,767	30,835	33,097,851	360,071
1897	36,663	28,505,975	52,789	49,141,366	344,488
1898	55,189	45,058,562	82,511	74,780,578	481,316
1899	79,549	65,650,789	124,948	111,901,834	765,786
1900	94,506	85,026,924	166,990	154,900,241	1,100,334
1901	115,431	84,334,849	225,640	195,485,753	1,538,999
1902	132,964	101,812,141	278,360	237,490,121	1,703,489
1903	137,917	100,920,211	336,570	282,505,630	2,116,649
1904	178,312	131,312,194	415,177	342,535,052	2,752,293
1905	185,741	134,709,960	477,547	388,585,457	3,064,141
*1906	152,300	112,886,895	531,467	428,184,083	3,083,012
*1907	196,411	122,407,935	606,922	487,063,095	3,759,443
Total,					\$23,450,356

*On a "paid-for" basis.

During the twelve years alluded to above the agents of the company had devoted their entire time and attention to Industrial insurance,

so that the great bulk of the field force was like an undrilled army in the Ordinary Department, being wholly unqualified to successfully solicit this form of insurance, and unable to compete with the agents of other companies. They were unacquainted with the various plans offered by those companies, and were not very well versed in the plans offered by their own company. This condition necessitated a "Campaign of Education," which was vigorously prosecuted, and with results which will be observed in the table on page 11, beginning with the year 1892.

The record in the growth of business in the Ordinary Department since 1891 is evidence of wonderful results in the number of policies and amount of insurance, and when it is added that this business at the end of 1907 represented annual premiums amounting to more than \$20,000,000 and that the reserve liability reached the enormous sum of \$70,000,000, some conception can be had of the results of the labor in this Department during the sixteen years ending with 1907.

In 1879 the Metropolitan was toward the rear of the insurance army. During that year there were thirty-two companies operating in the state of New York, and the Metropolitan stood number thirty-one in amount written, number twenty-three in total income, and number twenty-two in amount of insurance in force. Of the thirty-two companies alluded to above, four have since dropped from the list, and eight new ones have been added, so that there were thirty-six companies authorized to do business in the state in 1907. Many of these companies were strong institutions in 1879, with agencies firmly established, and doing a thriving business. There were giants among them even at that early day. He would have been a bold prophet who at that time would have predicted that in fifteen short years this modest company would force itself ahead, and occupy the very first position with respect to insurance written, and the fourth with respect to income and amount of insurance in force. Yet these were the respective positions of the Metropolitan as far back as 1894 and maintained each successive year with respect to insurance written, and it now occupies second place with respect to insurance in force. During the year 1907 the Metropolitan wrote more insurance and gained more insurance in force than all the other New York companies combined. At the end of 1907 there were eighteen companies engaged in transacting Industrial business, with Industrial policies in force at that time as indicated by the table following.

By subtracting the Metropolitan's figures from the total there remain 9,820,668 policies, insuring \$1,258,236,529; so that the Metropolitan had nearly the same number of policies in force as the other seventeen companies combined, and about \$60,000,000 more insurance.

	NUMBER	AMOUNT
Metropolitan	9,013,087	\$1,317,883,486
Prudential	6,852,793	840,291,172
John Hancock	1,692,395	273,116,166
Life Insurance Company of Virginia	471,209	52,895,697
Western & Southern	302,845	33,529,081
Colonial of New Jersey	131,595	15,629,430
Baltimore Life	111,922	9,947,906
Mutual of Baltimore	56,534	6,656,921
Boston Mutual	41,957	8,104,783
Eureka, Baltimore	34,061	1,809,796
Equitable, District of Columbia	29,375	3,559,538
American National, Texas	27,223	4,303,311
Immediate Benefit, Baltimore	25,037	2,281,583
Commonwealth, Kentucky	18,929	2,846,978
American Life, Florida	2,256	345,087
Home, Delaware	9,944	950,579
West Coast, California	10,986	1,718,844
Southwestern, Texas	1,607	249,657
Totals	18,833,755	\$2,576,120,015

When one considers that the average Industrial premium in the Metropolitan is about ten cents, and that it takes one hundred of them to make ten dollars, it is a cause for congratulation among the friends of the company to know that, in the states of New York, Massachusetts, Maine, New Hampshire, Rhode Island, Connecticut, Maryland, Virginia, Kentucky, Tennessee, Ohio, Missouri and the District of Columbia, it received during the year 1907 more dollars in premiums than any other company. It is not to be understood, however, that these results have been secured exclusively from Industrial premiums. The premiums from the Ordinary Department have been of material help in this direction.

Financial Growth of the Company

A glance at the column in the following table, representing the assets of the company at the end of each year, is exceedingly interesting.

It will be observed that at the end of 1882 the total amount was actually less than at the end of 1876; but when the end of the next

TABLE SHOWING THE ASSETS, LIABILITIES AND SURPLUS AT THE END OF EACH YEAR,
ALSO TOTAL CLAIMS PAID, COMPILED FROM THE OFFICIAL REPORTS OF
THE INSURANCE DEPARTMENT OF THE STATE OF NEW YORK.

YEAR	ASSETS	LIABILITIES	SURPLUS	TOTAL CLAIMS PAID
1868	\$400,047.10	\$161,771.07	\$238,276.03	\$5,081.00
1869	594,505.39	358,042.42	236,462.97	21,130.00
1870	833,914.19	727,967.47	105,946.72	56,770.00
1871	1,102,706.78	934,991.00	200,334.82	87,500.00
1872	1,423,402.77	1,232,739.00	190,663.77	165,000.00
1873	1,589,728.36	1,420,883.00	168,845.36	197,564.00
1874	1,848,088.63	1,640,188.76	207,899.87	238,069.57
1875	1,954,275.99	1,721,791.93	232,484.06	288,556.18
1876	2,145,193.21	1,915,927.48	229,265.73	235,771.00
1877	2,087,582.47	1,795,822.26	291,760.21	215,553.00
1878	2,084,981.99	1,761,843.02	323,138.97	267,984.00
1879	2,022,482.45	1,652,801.61	369,680.84	217,598.68
1880	1,947,821.79	1,588,387.33	359,434.46	285,368.53
1881	1,973,047.08	1,597,953.00	375,094.08	379,103.30
1882	2,002,464.13	1,622,557.00	379,907.13	445,519.70
1883	2,186,622.24	1,559,254.00	627,368.24	648,858.29
1884	2,304,004.87	1,690,882.62	613,120.25	976,908.67
1885	2,784,954.01	2,078,571.60	706,382.41	1,287,765.13
1886	3,705,970.61	2,913,974.58	791,996.03	1,582,842.39
1887	4,907,024.24	4,043,632.14	863,392.10	2,113,392.76
1888	6,287,781.35	5,360,758.49	927,022.86	2,552,364.28
1889	8,597,468.77	7,000,284.87	1,597,183.90	3,045,194.77
1890	10,781,173.01	8,664,143.90	2,117,029.11	3,751,522.38
1891	13,626,984.21	10,538,115.03	3,088,833.18	4,413,420.75
1892	16,506,282.22	12,831,765.73	3,674,516.49	4,900,981.86
1893	19,343,705.06	15,234,015.14	4,109,689.92	5,535,120.09
1894	22,326,622.16	18,292,593.95	4,034,028.21	5,747,822.94
1895	25,592,003.78	21,114,973.07	4,477,030.71	6,580,389.84
1896	30,628,967.89	25,577,550.40	5,051,417.49	6,965,656.31
1897	36,370,078.91	30,685,874.80	5,684,204.11	6,991,086.50
1898	43,512,013.51	36,052,407.85	7,459,605.66	7,691,942.55
1899	51,070,840.74	43,417,361.06	7,653,479.68	8,575,134.39
1900	62,158,034.33	53,414,006.42	8,744,027.91	9,799,124.21
1901	74,771,758.56	64,833,064.33	9,938,694.23	10,714,383.67
1902	89,168,790.55	78,817,452.53	10,351,338.02	11,354,458.93
1903	105,656,311.60	94,964,454.04	10,691,857.56	13,003,870.60
1904	128,094,315.24	113,258,574.25	14,835,740.99	14,950,107.02
1905	151,663,477.29	135,473,231.33	16,190,245.96	15,395,043.43
1906	176,429,015.04	160,199,535.12	16,229,479.92	16,012,034.26
*1907	198,320,463.23	184,368,564.09	†13,951,899.14	18,233,369.58
Total,				\$185,929,364.56

*The official report for 1907 will not be available for some months.

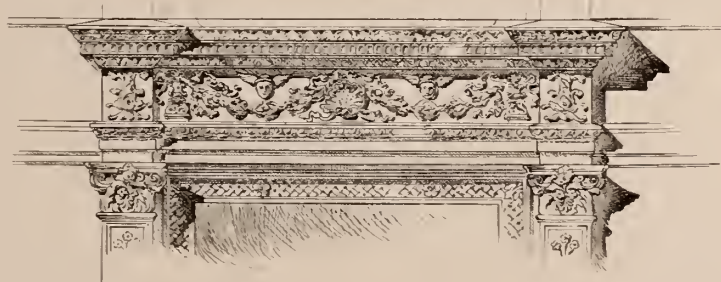
†The decrease in surplus at the end of 1907 was caused by the temporary depreciation in the market value of stocks and bonds shown by the quotations on the last day of the year, custom having established that day's quotations as the basis of valuation of the assets of insurance companies.

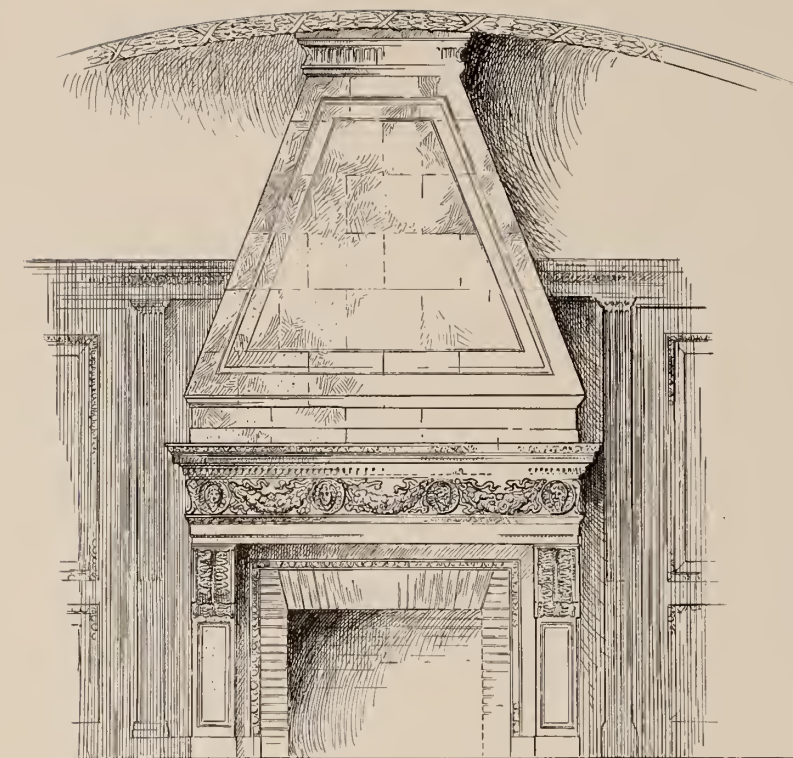
period of six years was reached we find the assets to have increased more than threefold—amounting to \$6,287,781.35 at the end of 1888,

and the annual increase since then has been phenomenally rapid, reaching the magnificent sum of \$198,320,463.23 at the end of 1907.

THE TABLE BELOW IS AN EXHIBIT OF THE INDUSTRIAL POLICIES IN FORCE AT THE END OF EACH YEAR, INDUSTRIAL DEATH CLAIMS AND MATURED ENDOWMENTS AND DIVIDENDS PAID DURING EACH YEAR.

YEAR	POLICIES IN FORCE		CLAIMS AND ENDOWMENTS PAID		RETURNS TO POLICY-HOLDERS IN CASH DIVIDENDS OR THE EQUIVALENT THEREOF
	NUMBER	AMOUNT	NUMBER	AMOUNT	
1879	5,143	\$516,618	4	\$99.00	
1880	110,193	9,103,870	1,066	33,934.53	
1881	190,348	17,894,620	2,646	130,505.30	
1882	335,789	34,679,307	4,308	279,283.70	
1883	526,042	56,536,325	7,045	505,782.29	
1884	670,999	71,965,635	10,860	834,158.67	
1885	829,833	91,434,252	13,696	1,151,413.13	
1886	1,066,875	119,560,339	16,916	1,458,427.39	
1887	1,345,125	147,758,287	22,566	2,098,936.76	
1888	1,632,642	176,533,142	26,959	2,431,091.28	
1889	1,849,113	200,829,929	32,451	2,958,398.77	
1890	2,096,595	231,115,440	38,478	3,647,572.38	
1891	2,278,487	254,939,881	45,062	4,302,065.75	
1892	2,715,414	305,451,576	50,063	4,804,327.86	
1893	2,932,064	343,917,746	53,999	5,366,898.00	
1894	3,559,165	423,514,171	57,653	5,612,407.94	\$40,208.00
1895	3,458,846	416,062,194	64,597	6,359,616.84	84,355.00
1896	3,643,569	454,068,004	63,632	6,605,585.06	199,148.00
1897	4,028,722	534,343,756	63,525	6,646,598.45	1,081,668.00
1898	4,317,274	591,427,272	69,254	7,210,627.27	863,801.00
1899	4,855,756	688,629,175	76,359	7,809,348.72	1,069,722.00
1900	5,327,067	768,977,676	85,870	8,700,081.33	928,389.00
1901	6,008,662	881,491,451	90,209	9,207,656.03	689,641.79
1902	6,698,291	981,676,306	95,609	9,645,380.33	670,746.50
1903	7,187,345	1,059,875,827	106,585	10,887,221.43	640,912.48
1904	7,614,729	1,127,889,229	116,419	12,197,814.54	790,077.43
1905	8,119,158	1,207,924,312	116,725	12,330,902.08	781,363.74
1906	8,487,670	1,264,684,502	121,238	12,929,022.00	1,846,587.44
1907	9,013,087	1,317,883,486	132,283	14,473,926.87	3,378,288.93
Totals,			1,586,077	\$160,619,083.70	\$13,064,909.31







*Site of the Home Office Building. Madison Square Presbyterian Church at left
Residence of S. L. M. Barlow at extreme right*



Site of the Home Office Building

By CHARLES HEMSTREET, Author of "Nooks and Corners of Old New York," etc.

HECULIAR interest has been attached by tradition to the site of the Metropolitan Building, at Madison Avenue and Twenty-third Street, New York City. Here it was that a revolution was wrought in the plan of laying out cities and that the scheme of avenues and cross streets was conceived.

It was on a hot summer day in 1810 that the Commissioners of Streets and Roads, after three years of fruitless efforts to agree upon a plan, were spending the afternoon upon the banks of the little stream that came across what is now Madison Square and skirted the northern side of the plot upon which the Metropolitan Building was erected fourscore years later.

Gouverneur Morris, John Rutherford, Simeon DeWitt and S. Guel, with their surveyor, John Randel, Jr., were sorely perplexed. They had been charged in 1807 with the duty of laying out the unoccupied portion of Manhattan Island so as to provide for the orderly expansion of the city. For two centuries New York had been growing in a haphazard sort of way, the little Dutch trading post about Fort Amsterdam and the villages that had grown up in the lower part of the island having been welded together by the building up of the intervening fields and woods, and there was a hopeless tangle of a town, reaching from the Battery to Houston Street on the East Side and to Christopher on the West.

It was felt that streets should be mapped out in some regular fashion before the city spread further, and this commission was created. The members traveled, consulted engineers in this country and abroad, and were unable to decide upon a plan. They had tried to devise a "natural city"—one that would preserve the configuration of the land and the courses of the streams, but the results were manifestly impossible.

They had rejected with one accord the system of square "blocks" which Philadelphia had adopted.

On this summer afternoon the commissioners naturally fell to discussing the problem that had become a bugbear to them, and walking over to where there was some freshly screened sand, they began drawing plans with their canes to illustrate their arguments.

The sun peeped out from behind a cloud to look at these grave men as they grew warm over their discussion, and the rays struck a big screen that the workmen had been using, casting at the feet of



HOUSE OF REFUGE, MADISON SQUARE, 1832

the commissioners the shadow of the wires, dividing the sand into neat oblong spaces.

"There is the plan!" exclaimed one, and out of this suggestion that the screen and the sun had conspired to put into the minds of the commissioners, grew the scheme of broad avenues running the length of the island, with cross streets placed closer together. In the following year they presented their plan to the city authorities and it was adopted, though it was utterly unlike anything that had ever been thought of in the laying out of cities.

The only criticism that subsequent generations have made of the plan is that the blocks ought to have been turned about, so as to provide more avenues and fewer cross streets, but this fault is probably chargeable to the screen being so placed that the shadow of the meshes showed the greater length of the rectangles lying east and west.

These men laid out the city as far north as 155th Street, thereby incurring the ridicule of their townsmen, who declared that it would take a score of centuries for the city to fill the map that the commissioners drew, yet New York now has streets numbered in the 200's, though it has not yet rounded out a century since this plan was devised on the spot where the Metropolitan Building now rises.

Near the end of the 18th Century the Bloomingdale Road (now Broadway) was the fashionable drive of the city, and at Twenty-third Street the Boston Post Road branched off, crossing toward the Madison Square Garden site, with the Potter's Field to the left and a pond to the right. This sheet of water was directly in front of the plot on which the Metropolitan Building stands, and in winter it was a favorite skating place. It was a widening in the stream that had its origin in springs that rose at about Twenty-second Street and Sixth Avenue. At Twenty-fourth Street and Madison Avenue it narrowed again into the dimensions of a little rivulet and ran east, cutting across the northeast corner of the Metropolitan site and emptying into the East River at Seventeenth Street.

The Potter's Field did not long remain here. In 1795, moved by the objections of the rich folk, who did not like driving past such a grewsome spot, the city moved the burying-ground of paupers to what is now Washington Square, and in 1806 the city ceded the plot to the Federal Government for an arsenal, which was built in that year in the northwest corner of the present Madison Square, covering the sites of the Farragut, Worth and Seward monuments. This property was deeded back to the city in 1824 and the building was converted into a House

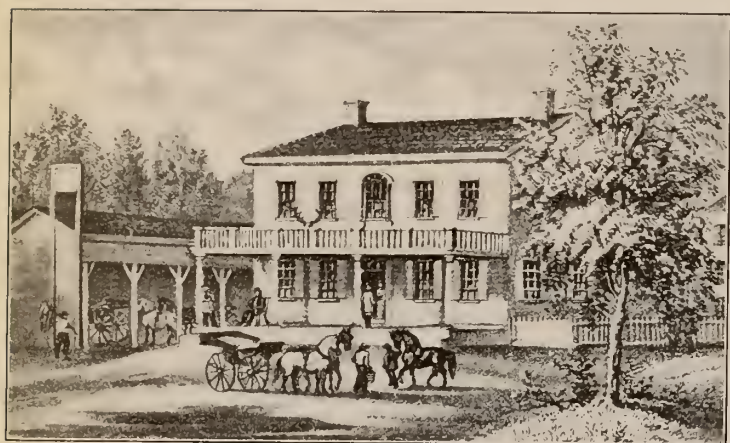


FRANCONI'S HIPPODROME, MADISON SQUARE, 1853

of Refuge, which was opened in January, 1825. The building was destroyed by fire in 1839, and the institution then moved to the foot of East Twenty-third Street.

The military spirit of the people was being stirred in 1810, when the plan of the city was prepared, by the troubles with Great Britain on

the high seas, and the commissioners included in their scheme a great reservation for a parade ground and public park, setting as its boundaries Twenty-third and Thirty-fourth Streets and Third and Seventh Avenues. This was the site of Camp Madison, where, in August, 1812, the troops from up-state towns were mobilized for the war, in obedience to the call of President Madison for 315,000 soldiers to fight the British.

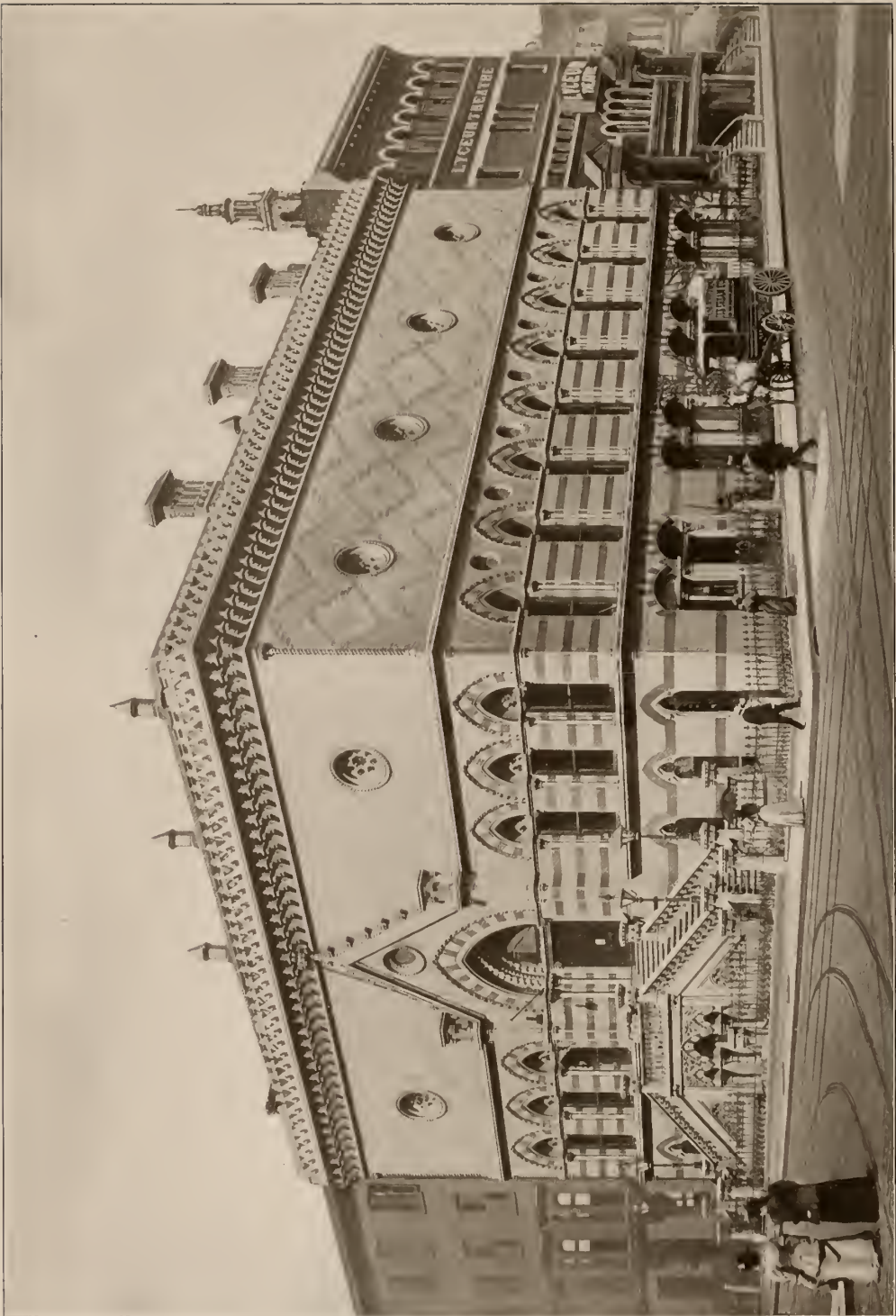


TAVERN NEAR MADISON SQUARE, 1815

During the next two years the Eleventh Regiment held its weekly drills on these grounds, and camped for three months of the fall of 1814 on what later became the site of the Metropolitan Building. In September of that year there were 25,000 soldiers encamped here, and on November 13th, Governor D. D. Tompkins reviewed the troops. The Eleventh Regiment was mustered out of the Federal service on November 29th, but continued in the state service, and the four companies that constituted the Second Battalion afterward formed the Twenty-seventh Regiment, which was later designated the Seventh, so it may be said that that illustrious command practically began its active career on this site.

The parade ground was reduced in size at the end of 1814, the new boundaries being Twenty-third and Thirty-first Streets and Fourth and Sixth Avenues. In 1844 it was contracted to the present dimensions of Madison Square and its improvement as a public park was begun by Mayor James Harper.

At this time Corporal Thompson's cottage occupied the site of the present Fifth Avenue Hotel, and with Buck's Horn Tavern, at Broadway and Twenty-second Street, provided refreshments for wayfarers and for





National Academy of Design and Lyceum Theatre

the merry parties that rode or drove out from the city, which still considered Madison Square "country" in the 'forties.

In the enclosure adjoining the corporal's cottage on the north, cattle shows and sales were held until, in 1853, a number of houses having been erected in this section by fashionable people, the road-house made way for Franconi's Hippodrome. This was a two-story brick building 225 feet in diameter. It was opened May 8, 1853, but was too far from the bulk of the population to have a long or profitable existence. In 1855 Amos Eno tore down the Hippodrome and began the erection of a hotel, which he leased to Paran Stevens, who opened the hostelry in 1858.

By the end of the 'forties the houses of the wealthy dotted the region from Fourteenth Street to Murray Hill, one of the most notable being the residence of S. L. M. Barlow, at Twenty-third Street and Madison Avenue, which afterward made way for the first Metropolitan Building. Mr. Barlow, a wealthy lawyer, was a patron of literature and art, and his home became a centre of culture.

With the development of this section as a fashionable residential place came the building, in 1853, of the Madison Square Presbyterian Church, on the Twenty-fourth Street corner, adjoining the Barlow residence, and the edifice was opened for public worship in December, 1854, under the pastorate of the Rev. Dr. William Adams. This church has acquired fame through the ministerial prominence and civic activity of its present pastor, the Rev. Dr. Charles H. Parkhurst. The building was demolished in 1906 to make way for the extension of the Metropolitan Building over the entire block.

Two notable buildings closely identified with American progress occupied the eastern end of the block—the National Academy of Design, at Twenty-third Street and Fourth Avenue, and the Lyceum Theatre, on the plot adjoining on the north.

The Academy, which in its long career has done valuable service in fostering and developing American art, grew out of the New York



CORPORAL THOMPSON'S INN, MADISON SQUARE, 1840

Academy of Fine Arts, organized in 1802, and became firmly established in the 'twenties largely through the energy of Samuel F. B. Morse. After occupying several sites further down-town, it bought this property in 1857 and laid the corner-stone of the new building on October 21, 1863, but it was not until May, 1865, that the new home of art was opened. It was modeled after the celebrated Palace of the Doges in Venice, and was one of the show-places of the city until it was torn down in 1901 to make way for the extension of the Metropolitan Building, the Academy, in May of that year, having taken possession of its partially completed galleries at 110th Street and Amsterdam Avenue.

The Lyceum Theatre, in a brief career of fifteen years, witnessed more successes and brought out more stars of the first magnitude than any other stage in America. It was situated in the middle of the Fourth Avenue block now occupied by the company. It was opened April 6, 1885, with a notable failure, the production of Steele Mackaye's "Dakolar," a version of George Ohnet's "Le Maitre des Forges," but in the following year Helen Dauvray turned the fortunes of the house with Bronson Howard's comedy, "One of Our Girls," and from that time on the stage of the Lyceum easily ranked among the most prominent in America. Daniel Frohman then took the house and organized his famous stock company, and had charge until the theatre was pulled down to make way for the Fourth Avenue front of the Metropolitan Building.

The old theatre had three indisputable titles to an honored place in the annals of the stage. It was the birthplace of the Belasco plays, and it was on its stage that the Pinero dramas first won American theatregoers. It was the Lyceum that brought out such brilliant actors and actresses as Georgia Cayvan, E. H. Sothern, William Faversham, Virginia Harned, Mary Mannering and James K. Hackett. Richard Mansfield, Herbert Kelcey, W. J. LeMoynes, Charles Walcott, Henry Miller, Minnie Maddern Fiske, and a host of others hardly less well known, were also members of the Lyceum companies. Some of the famous plays were "The Wife," "The Charity Ball," "Sweet Lavender," "Lord Chumley," "The Prisoner of Zenda," "Trelawney of the Wells," "Miss Hobbs," "Squire Kate," "The Princess and the Butterfly," "The Adventures of Lady Ursula." It was at the Lyceum that Annie Russell achieved her greatest success in "A Royal Family," in which play Lawrence D'Orsay first came prominently forward.



The Building

THE METROPOLITAN BUILDING

AMONG THE MANY distinguished commercial buildings in New York City for business purposes, the Empire State Building is the most perfect and the most complete. It is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments.

The building is situated in the heart of the city, in the center of the business district, and is the most prominent landmark in the city. It is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments.

The building is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments. It is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments.

The Metropolitan Building is designed in the style of northern Italy—a style combining dignity with refinement and as a flexibility readily adaptable to the varying commercial requirements of the day which demand a more direct business plan with frequent and large-sized openings.

The central part of the building is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments. It is the most complete in its design and the thoroughly substantial character of its construction and the excellence of its appointments.



Original Home Office Building, Madison Square

The Building

N. LE BRUN & SONS, Architects

AMONG the many monumental structures erected in New York City for business purposes, the Home Office building of the Metropolitan Life Insurance Company stands notably in the foremost rank by reason of the impressive stateliness of its design, its great size, the thoroughly substantial character of its construction and the completeness of all its appointments.

This pre-eminence is accentuated by an admirable location at the very centre of the Metropolis on the eastern flank of Madison Square, near the meeting point of three of its busiest thoroughfares, whence it can be seen to fine advantage above the leafy foreground of the tree tops.

The completion of its crowning feature, the tower, will mark the culmination of a series of building operations which, commencing with the construction during the years 1890 to 1893 of the southwesterly section of the structure fronting on Madison Avenue, have continued intermittently to the present time.

The Metropolitan Building is designed in the early renaissance style of northern Italy—a style combining dignity with refinement, and of a flexibility readily adaptable to the exacting commercial requirements of the day, which demand a many-storied structure pierced with frequent and large-sized openings.

The initial *motif* was, of course, the section built at the corner of Madison Avenue and Twenty-third Street. Though designed with no thought of future extensions, this section, from its massive proportions, the boldness of its detail and general architectural features, fortunately lent itself to a monumental solution of the problem, and the resultant building presents both in plan and in elevation a strictly coherent and consistent whole with no evidence of afterthought.

The following description and building statistics are given as though the construction of the tower, now well advanced, were completed.

The building is in two parts—the main building occupying the entire block bounded by Madison and Fourth Avenues and Twenty-third and Twenty-fourth Streets, and the Annex, on the north side of Twenty-fourth Street, connected with the main building by a subterranean passage.

The main building contains eleven stories and is 164 feet high; the tower, containing fifty stories above the sidewalk level, reaches an altitude of 700 feet. Each avenue front being 200 feet and each street front 425 feet long, the building has a girth of 1,250 feet and a total superficies of 345,000 square feet. This entire exterior is faced with pure white Tuckahoe marble, requiring for its construction about half a million cubic feet of that select material.

The first story, with boldly projecting diamond-faced ashlar, serves as a plinth to the second and third stories, which are united as one feature and are decorated with a rich composite order of coupled columns and pilasters. At the main entrance on Madison Avenue and for a length of 150 feet at the centre of the Twenty-third Street front the columns project five feet, forming porticoes. Around the base of the tower and on Fourth Avenue they are slightly engaged, elsewhere omitted. The corner pavilions are banded with rustications to give a stronger effect to the angles of the building. The richest and most delicate carving marks externally the importance of the second and third stories, which, taken together, form what the Italians call the "*piano-nobile*" of the building and contain those suites of rooms occupied by the executive officers of the company.

From the fourth to the ninth stories the architectural effects are obtained by the manner of grouping and decorating the windows, which have deeply molded and decorated reveals and carved mullions and are tripled in the curtains, and in the pavilions have plain molded architraves banded with rustications.

The crowning division of the façade, containing the tenth and eleventh stories, comprises the main entablature and the balustrade or "attic." This vigorously designed entablature has a bold cornice, of six feet projection, which casts a strongly accentuated shadow proportioned to the height of the building.





*Madison Square, showing original Home Office Building with the first addition
made on Twenty-fourth Street in the rear of the Madison
Square Presbyterian Church*

All the horizontal lines and architectural features above described are continued around the block to the junction of the building with the tower, which, projecting five feet beyond the main structure, *rises directly from the street level*, fullest emphasis and value being thereby given to its sheer height.

The dimensions of this tower are seventy-five feet on Madison Avenue and eighty-five feet on Twenty-fourth Street. Its total height is 700 feet, exceeding considerably that of any other structure of steel and masonry hitherto attempted (the Eiffel Tower not being included in this comparison, that being in reality only an open-work "skeleton" structure—not walled in or intended to afford protection from the elements). In its general design and outline it is affiliated to the famous Campanile of St. Mark at Venice, which has been taken as a prototype, and brought into architectural harmony with the main building.

Over a rich base reaching to the sill level of the fifth story, sixty-eight feet above the sidewalk, and decorated with all the elaborate architectural features of the lower portion of the main building, rises the severely simple shaft extending through twenty-eight stories or 366 feet. The angles are strongly accentuated by broad rustications, and on each face are three tiers of tripled windows similar to the fenestration of the central divisions of the Twenty-third Street and Fourth Avenue fronts. Otherwise the surfaces are unornamented and unbroken, save at the level of the cornice of the main building, where octagonal balconies continue the strong shadow effect of that cornice without interrupting the upward continuity of the piers, and at the twenty-fifth, twenty-sixth and twenty-seventh stories, where great clock dials twenty-six and a half feet in diameter, with elaborately carved framing, are placed.

The crowning feature of the tower is separated from this shaft by a continuous line of boldly projecting double-bracketed balconies at the twenty-ninth and thirtieth stories, 377 feet above the ground, and is given richness and variety of light and shade by deep arched loggias of the Ionic order, having five openings on each side and a broad frieze cornice and balustrade.

The loggia section extends through the thirty-first to the thirty-fifth stories. Over its balustrade, 454 feet from the sidewalk, the walls of the tower are set back and continue thus for four stories, forming a

massive plinth or base to the pyramidal spire which supports an octagonal turret whose gilded dome contains the forty-eighth and forty-ninth stories.

The exterior marble work terminates with the windows of the forty-eighth story, from which level up the tower is cased with gilded copper.

The highest lookout is reached at the balcony of the fiftieth story, 660 feet above the sidewalk level, whence probably the most comprehensive and unique panoramic view in the world will be obtained. Within range will be visible the homes of over one-sixteenth of the entire population of the United States. The terminal feature consists of a great electric eight-sided lantern eight feet in diameter, from which powerful electric flash-lights will mark the hours of the night. At this culminating point it attains the altitude of 700 feet above the sidewalk, or 734 feet above mean tidewater level.

This tower, in view of its truly colossal dimensions and other striking features, has been the subject of varying comment both in this country and abroad. When President HEGEMAN, with prophetic intuition, in 1893 first broached the subject of such a possible addition to the building, it was a rather startling proposition. But then all things are relative. In the good old time when five-story buildings and foot ascension was the accepted scale or limit of effort, such a tower might have been even considered monstrous. In this era of tall achievements it seems only a logical outcome of things.

On its constructive side, the complicated problems involved in the building of such a tower have been mastered through the perfecting of that ingenious composite and perfectly legitimate form of building by which the great sustaining power of steel is utilized, firmly knit and anchored to a protective masonic covering of concrete, brick and stone; while the practical utility of such a tall structure has been made possible by the invention of the rapidly moving modern electric traction elevator, which brings the fortieth story *nearer* to the ground level than was the fifth story of our grandfathers.

The structural and the practical difficulties being thus overcome, there remains the artistic side of the question to be considered.

Whether architects are working toward the right evolution of a tall building, irreverently termed "skyscraper" style, the verdict of time only can determine. The testimony of the past shows that they have, at every epoch-making period, been sufficiently ingenious to create a



*Marble Arcade, four hundred feet long, extending from Madison Avenue to
Fourth Avenue*

special style, giving artistic expression to its dominant characteristics and aspirations. But they have always done so by utilizing and shaping anew the elements of past styles. No worthy *art nouveau* has ever arisen out of a merely eccentric straining after novelty.

In this tower there is no striking departure from precedent other than size. Its ratio of height to width is as 1 to $8\frac{1}{4}$, nearly the same as its prototype at Venice, and about the proportion of a sturdy Doric column. The monument at Washington (and obelisks generally) have a ratio of 1 to 11; the Campanile at Florence as it stands, 1 to $6\frac{1}{2}$, or had the pyramidal termination originally designed been built, 1 to $7\frac{1}{2}$; the Tower at Cremona, 1 to $9\frac{1}{2}$; the Campanile at Pistoia, 1 to 9; the Belfry at Bruges, 1 to 9; Madison Square Tower, 1 to 9; its prototype at Seville, 1 to 6. Comparing the relation of height to environment: the Victoria Tower, London, is four and one-fourth times as high as the Parliament House; St. Mark's Tower was five and a half times as high as the adjoining Libreria, five times as high as the Doges' Palace and the buildings surrounding the piazza, and twelve times as high as Sansovino's Loggetta that nestled at its base; Madison Square Tower is about four times the height of the Garden; the lantern of the Capitol at Washington, three and one-half times the height of the main building.

The Metropolitan Life Tower is four times the height of the main building, and eleven times the height of the new Madison Square Presbyterian Church on the opposite side of Twenty-fourth Street. It is, therefore, evident that it contrasts favorably in its ratio of bulk to height with the other examples cited, and should fit well in the landscape. The company is to be congratulated upon the fact that the æsthetic value of its great proportions will always be safeguarded and kept in evidence from base to summit by the open area of Madison Square.

The main entrances at Madison and Fourth Avenues are connected by a grand thoroughfare of arcades and rotundas lined with variegated marbles. Accessible from it are a branch of the United States Post-Office, the Metropolitan Bank, the Western Union Telegraph Co., public telephone and shops of divers kinds. Transverse corridors connect this thoroughfare with the subordinate entrances on Twenty-third and Twenty-fourth Streets and with the various stairways and batteries of elevators at convenient points, as well as with the entrance to the subway station.

Through these elevators, thirty-eight in number, and the several miles of halls distributed throughout the upper stories, rapid access is assured to all of the 1,100 offices occupied by tenants, and to the numerous great suites of rooms devoted to the use of the various departments of the company's vast business (elsewhere described in detail), the company's suites occupying about fifty per cent. of the available floor space.

With the constant throng of occupants and visitors, numbering more than twenty thousand each day, it will be readily understood that the courts and arcade, though planned on an unusually liberal scale, present a most animated scene and are almost taxed to their full capacity at the busiest hours of the day.

Passing through the Madison Avenue entrance and corridor, one enters the main rotunda, forty feet square and seventy feet high, which contains a magnificent marble and onyx stairway leading to the loggia on the second story, which surrounds this court and gives access to the various suites for the executive officers. These suites extend continuously on the second story around the greater part of the block and for a portion of the third and fourth stories, and are finished in Santo Domingo mahogany richly ornamented and carved. On this second story are located the great Security Vault, the Board Room, the Library, the Cashiers' and the Real Estate departments. The other administrative departments for the company's business are grouped along the Twenty-fourth Street half of the building and in the central inner portion of the Twenty-third Street section—all as elsewhere described.

The woodwork of these offices and for the rented portion of the building is of quartered oak, the flooring of hard pine, excepting in the tower and adjacent section, where there is no visible woodwork—all the doors, etc., being encased in heavy sheet bronze, and all floors being laid solidly over the concrete arches and finished in polished cement or terrazzo.

It is unnecessary to state that in a building of this character the most approved systems of steam-heating, plumbing, electric lighting, telephone connections, etc., have been introduced.

The passenger elevators, serving the main portion of the building to the eleventh story, are of the rapid-running, high-pressure, hydraulic type. When the question of the tower elevators came up, realizing the importance and unusual character of the service required, the company





*Metropolitan Annex (Printing Department) on Twenty-fourth Street, the new
Madison Square Presbyterian Church (Dr. Chas. H. Parkhurst, Pastor)
in the foreground*

appointed a commission of experts, consisting of C. O. Mailloux, Prof. H. W. Spangler and C. I. Duenkel, to investigate thoroughly the merits of the various types presented. After a very thorough study they reported in favor of the overhead electric traction type, which appeared to be thoroughly suited to the extraordinary rise of lift and the rapidity of service required.

The construction and finish of the building throughout are of the most substantial character. The foundations are all founded on solid rock, which was encountered at varying depths from twelve to thirty-four feet below the sidewalk level.

Owing to the number of years during which the building operations continued, the methods of construction of the successive extensions were changed to keep pace with the rapid advance in the art of building. Thus the exterior walls of the first section are of the old style *solid masonry* type of construction, and it was, we believe, the last of the modern buildings of its height to be built of that type in this city. While in the construction of the tower, in the methods of fireproofing and protecting the steel work from rust and in many other constructive matters, the work is a distinct advance upon any preceding effort.

The Metropolitan Annex

In 1903 the Printing Department had assumed such proportions that it was impossible to longer carry on the work in the main building, and the company, in consequence, acquired a plot on the north side of Twenty-fourth Street, 75 by 100 feet, on which it erected the Metropolitan Annex.

This building, sixteen stories high, is faced with pure white Tuckahoe marble on three sides, severely simple in style but designed in a manner to harmonize with the architectural treatment of the main building. It groups well, as shown in the perspective plate, not only with that building, but with the adjoining Madison Square Presbyterian Church.

Nearly one-half of the building is occupied by the company for the Printing Department. On the second floor is located one of the nine District Offices which the Metropolitan maintains in Manhattan to facilitate the rapid handling of the work of the agents.

The Annex is connected with the basement and sub-basement of the main building by a two-story tunnel under Twenty-fourth Street.

Some Interesting Statistics of the Metropolitan Building

Size of building:

Main portion of building.....	200x425x164 feet high
Tower.....	75x85x700 feet high
Size of Annex.....	75x80x216 feet high
Superficies of exterior.....	345,000 square feet
Including Annex.....	405,000 square feet
Cubical contents, including vaults (excluding courts) ..	16,287,934 cubic feet
Including Annex.....	17,850,239 cubic feet
Floor area of building (about twenty-five acres).....	1,085,663 square feet
Including Annex.....	1,189,388 square feet
Total weight of building ..	170,000,000 pounds—85,000 tons
Total weight of tower.....	87,226,000 pounds—43,613 tons

Weight of structural steel:

Tower.....	7,500 tons
Balance.....	8,000 tons
Total.....	15,500 tons
Normal weight on corner steel columns.....	7,500,000 pounds
Additional load due to high wind pressure.....	2,900,000 pounds
Or a total load of.....	10,400,000 pounds
Cross sectional area of steel corner columns, sub-basement ..	540 square inches
Weight of basement corner columns.....	22 tons
Number of bricks in building, about.....	35,000,000
Number of barrels of cement in tower alone, over.....	40,000
Number of cubic yards of concrete in tower alone, about.....	9,000
Number of cubic feet of white marble in exterior facing.....	556,000

(More than in any other structure in the world.)

Number of passenger elevators (thirty hydraulic, eight electric).....	38
Number of freight elevators (hydraulic).....	10
Number of stories in tower.....	50
Number of steps from first story to top of tower.....	1,053
Combined length of corridors.....	3 $\frac{5}{8}$ miles
Combined height of elevator shafts.....	1 $\frac{1}{2}$ miles
Storage capacity of water tanks.....	90,900 gallons
Storage capacity of coal vaults.....	4,000 tons
Horse-power boilers.....	3,350
Number of miles of plumbing pipe (about) ..	13

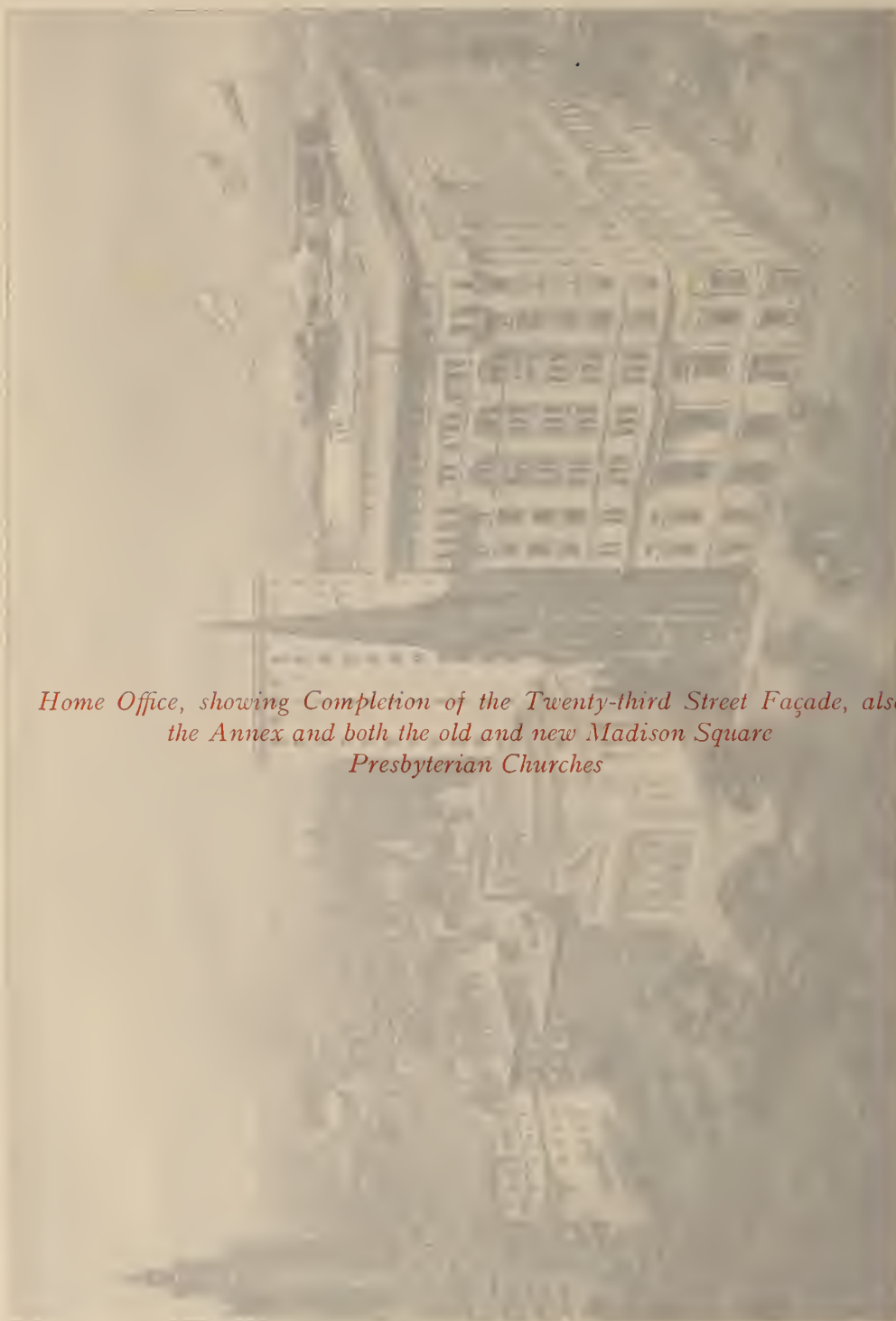
Total length of cables of elevators:

Hoisting and counterweight cables.....	121,000 feet
Operating cables ..	19,000 feet
Distance traveled by elevators in one year.....	124,090 miles
Electric lights.....	30,000
Electric light fixtures.....	15,000
Motors (total horse-power, 707).....	116
Iron conduits ..	800,000 feet—151 $\frac{1}{2}$ miles
Electric light and power wire ..	1,000,000 feet—189 miles
Telephone and signal wire ..	13,000,000 feet—2,462 miles



The Home Office

Presbyterian Church
the Annex and both the old and new Watson Square
Home Office, showing Completion of the Twenty-third Street Loop, also



*Home Office, showing Completion of the Twenty-third Street Façade, also
the Annex and both the old and new Madison Square
Presbyterian Churches*

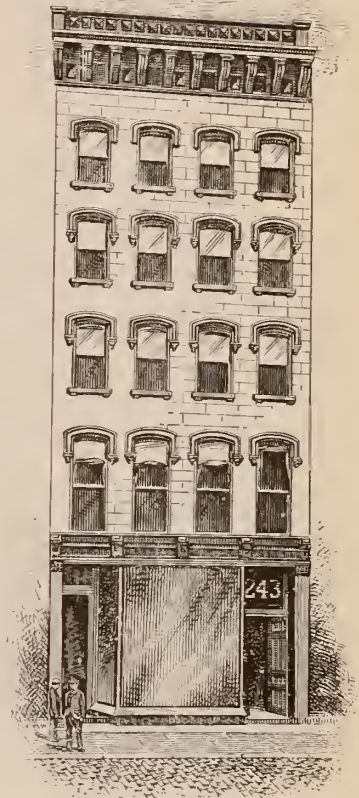
The Home Office

THE magnitude of the Metropolitan and the astonishing rapidity of its growth are well illustrated by its experience in recent years in securing a satisfactory home. Before giving a description of the present building, a brief reference to the earlier Home Offices will be of interest.

Chartered in 1868, the first location of the Metropolitan was at No. 243 Broadway, New York City. Its offices, two in number, were on the second floor, and consisted of a small rear room for the president and a front room containing the remainder of the staff—vice-president, secretary, cashier, policy clerk and boy. The entire space occupied was not over nine hundred square feet.

Two years later the business had grown sufficiently to warrant removal to larger quarters at No. 319 Broadway, where in addition to accommodations for the officers and clerical force (the latter then numbering less than a dozen) on the third floor, including a supply room 10x15, there was an office in the basement for the accommodation of the German Department.

Six years later, in 1876, having outgrown the rentable space in the Broadway building and the company being tired of tenancy, it purchased the leasehold of the property at the corner of Park Place and Church Street. Here it was believed the company had found a permanent home, but in the late 'eighties, when its business had expanded to five entire floors and was rapidly increasing, the executive realized that in the near future it would be compelled to look elsewhere for accommodations, and so it was decided to move "up-town." A plot 125x145, on the corner of Twenty-third Street and Madison Avenue, was purchased and a handsome building erected, the company



FIRST OFFICE OF THE COMPANY
243 BROADWAY

reserving the entire second, third, fourth and fifth floors for its own use. This space was believed to be ample for the use of the company for many years. How little the builders realized the possibilities of the business was apparent almost as soon as the rooms were ready for occupancy, the company being obliged to take additional space on the sixth and ninth floors, and a little later to fill the stores on the street floor with clerks.

The problem then presented was, whether to part with the tenants, to whom rooms had been rented on the other floors of the building, or to provide additional accommodations elsewhere. It was decided to erect a new building, to be devoted entirely to the business of the company,

and to remove thereto the entire Home Office staff, except the Executive Division and that of the Cashier, together occupying the second floor of the building on Twenty-third Street, the construction of the rooms occupied by those divisions being such that the space could not economically be prepared for renting.

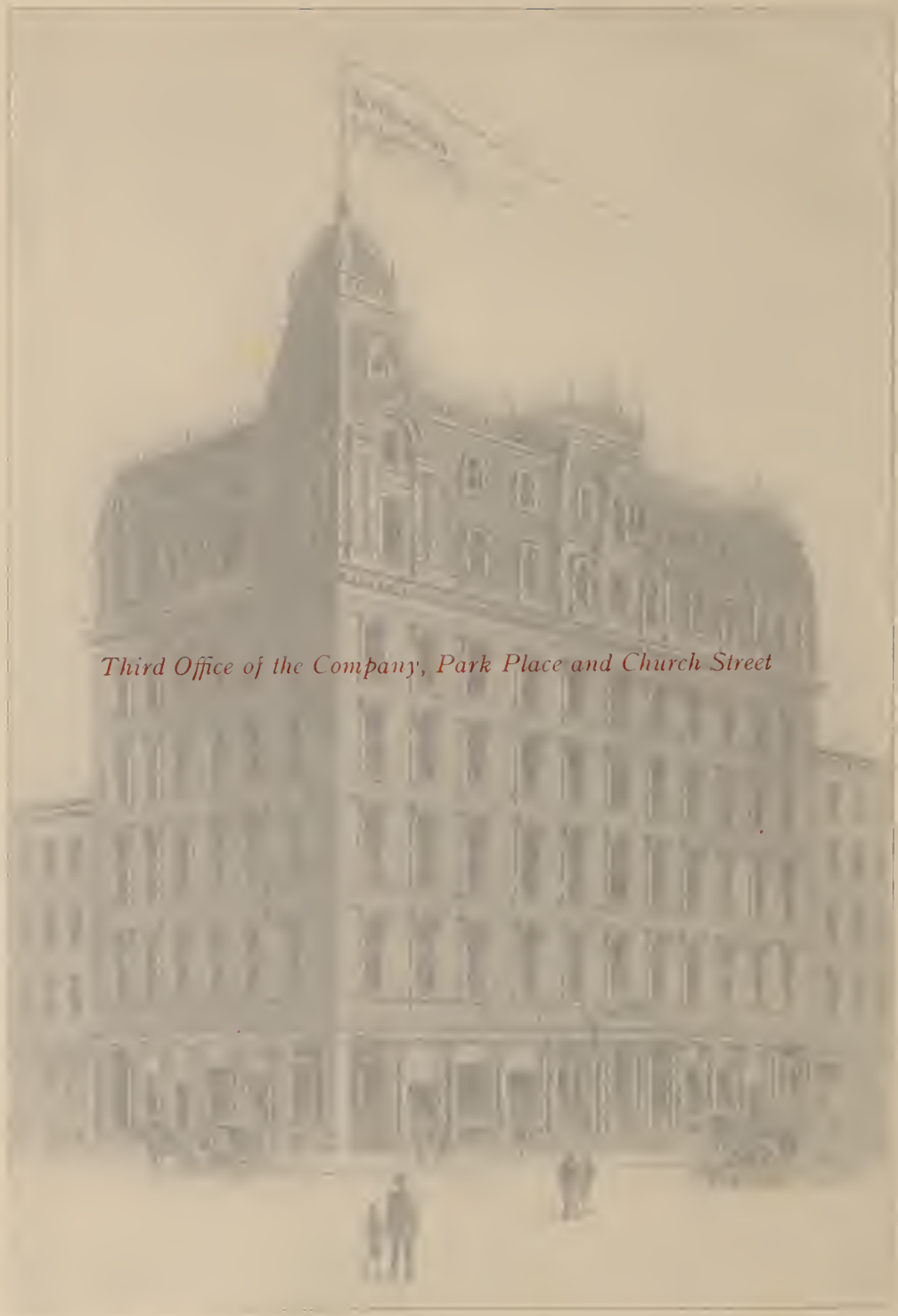
The new building was erected on Twenty-fourth Street, diagonally to the rear of the original building, was twelve stories in height and covered a plot of ground containing 11,500 square feet. Here at least was sufficient space to provide for the needs of the company for an indefinite period; but alas for the foresight of the most sanguine! Hardly were the divisions settled in their new quarters when it was seen that it would be a question of a few years only when more room must be had, and the lots on Twenty-third Street running back to Fourth Avenue were purchased. Later the remainder of the block bounded by Madison and Fourth Avenues and Twenty-third and Twenty-fourth Streets was purchased, giving



SECOND OFFICE OF THE COMPANY
319 BROADWAY

the company 95,000 square feet, on which the present Home Office building stands. About one-half of the twenty-five acres of floor space in the building is used by the company; and even should the present rate of increase in the business continue, there is slight probability, in





the lifetime of any of the present management, of the company needing more space than is available in the building as it stands to-day.

The Home Office building is the largest and is generally conceded to be the most beautiful office building in the world, and, so far as we have knowledge, the company's plant is the most extensive extant devoted to the business of a financial institution, and its facilities for the transaction of business and the comfort of the employes assuredly without compare.

Visitors are ever welcome to the Home Office, and ushers to show them through the building are always available.

While a trip through the building on paper is not to be compared with a sight of its interesting features, it will perhaps convey to those unable to see the realities some little idea of the internal arrangements for handling the enormous detail pertaining to a business of such magnitude as that of the Metropolitan.

Before visiting the different divisions, a few words regarding the office staff generally will be of interest. At this time the indoor staff numbers 2,468 clerks and 427 employes in the Printing Division and other mechanical departments. The clerical force is made up of 1,533 women and 935 men. The regular hours of service are from 9 a. m. to 4.30 p. m., with thirty minutes for lunch. Clerks are expected to be at their desks at the opening hour and not leave the office until the closing hour, both periods being announced automatically by electric gongs, which can be heard throughout the rooms. Clerks are fined for tardiness and for absence, but are rewarded with bonuses for prompt and regular attendance. The bonuses last year were three times the fines. Every clerk with service commencing prior to the current year receives a vacation of two weeks with pay. On Saturday the office closes at 1 o'clock. Night work is avoided so far as possible, but when required, the clerks receive pay for overtime. Free medical service and medicine are furnished to any employe taken ill during business hours, and special arrangements made with physicians and hospitals for the care of those so seriously ill as to be obliged to give up work. The executive does everything it can consistently for the health, comfort and convenience of the employes.

In 1900 the company started a fund for the benefit of its employes, both in the Home Office and the field, in the nature of a savings bank,

called The Metropolitan Staff Savings Fund. Its object is the creation of a fund by each contributor which will be available for his support when, owing to age or ill health, he will be incapacitated from further labor, or for his family at his decease.

Every employe who has been in the service of the company for over one year, and whose earnings are less than \$3,000 per annum, is permitted to deposit a limited proportion of his earnings, to which the company adds fifty per cent. The company agrees to invest the money and keep the accounts without expense to the members. Interest is credited to each account annually. Members may withdraw their own deposit and interest at any time, but the company's contribution is not returned unless the withdrawal is in consequence of being "incapacitated by age or ill health." The amounts contributed by the company, which are forfeited in case withdrawal is for other reason than age, ill health or death, are credited to the accounts of the persistent members less a percentage adjusted by a sliding scale, which is returned to the company.

The present membership of the fund is nearly 5,000, and the amount standing to its credit over \$600,000. The actual rate of interest, excluding forfeitures, credited to each account during the past year was 5.36 per cent. Including forfeitures, the average rate credited to each depositor was over eight per cent. The amount paid during the year on account of death or withdrawal due to sickness was \$21,048.24.

A bulletin is printed daily for circulation throughout the Home Office, in which appear notices of interest to the office staff and announcements of changes in the field force.

Entering the building from any side, we find ourselves in the marble arcade running the entire length of the building, and which has been already described.

Here is placed the Bureau of Information, to which all persons desiring to see the Home Office building, to communicate with employes or ask any question regarding the company are referred. In addition to the uniformed head of the bureau, there are messengers whose sole duty it is to pilot visitors through the maze of corridors to the division of which they are in search. Here are railroad time tables and directories of various cities for the accommodation of visitors, a card index of all Home Office employes, indicating the division in which each is employed, for their ready location by visitors, and a telephone





The Marble Court, Madison Avenue Entrance





*The Marble Court as it appeared on September 3, 1903, decorated for the
Reception given by the Metropolitan to the Delegates to the
Fourth International Congress of Actuaries*





Upper View of the Marble Court





The Directors' Room





Office of the President, showing Executive Suite on Madison Avenue





The Library

connecting with every office. For the accommodation of tenants and Home Office employes, postage stamps are here for sale.

In describing the Home Office, one method would be to start on the ground floor and follow the building through to the top from the basement. It would happen, if we should pursue this course, that divisions and sections of the Home Office work would be described out of their relations to one another and not at all in the order of their importance. We think the reader will get a better idea of the wonders of the head office work of the company if we take up the parts in natural order, somewhat as the work is actually done, indicating as we go along the places in the building where the officers and clerks are located.

The Executive Offices

The executive offices are for the most part on the second floor. The corner room at Madison Avenue and Twenty-third Street is the President's office, and is also used by the Board of Directors and the Finance Committee. It is a splendid room, 26x36, trimmed in richly carved San Domingo mahogany, with a monumental mantel designed after one in the Chateau de Villeroy. Its walls are covered with leather, and the ceiling, which is of ornamental plaster, is faced with gold-leaf—in the end most economical in cost, for age improves it and it will never need any attention or repair. The furniture is heavy and beautifully carved. The Madison Avenue suite is occupied by the reception room, officers' library, consultation room and Vice-President's office; the Twenty-third Street suites, by the Second and Third Vice-Presidents, Assistant Secretaries and Cashier, and the Twenty-fourth Street suites by the Treasurer and Comptroller. These rooms are all trimmed with rich mahogany, and the decorations are simple. The office of the Fourth Vice-President is in the tower, on the fourth floor, connecting with the Ordinary Department, of which he has the care; that of the Secretary is on the fifth floor, near the large clerical Industrial Department office force, of which he has special charge.

In the Secretary's office we have an opportunity to see the working of the electric call system, one of the greatest "time" savers in the building. The necessities of the business require continual personal interviews, and the object of this system is the prompt summoning of a subordinate and the prevention of the loss of time consequent on attempted

interviews when a superior is engaged or not in his office. Pressure of a numbered button at the desk of the party desiring the interview throws down an arrow correspondingly numbered in the room of the party to be seen and says as plainly as words, "May I interview you?" The answer is given when the opportunity presents itself, by a similar indication and the arrow thrown back, and not a moment has been lost by an unnecessary trip sometimes from an office several minutes away.

The Audit Division

On the ninth floor we get the first glimpse of the Audit Division, the largest division of the Industrial Department, occupying, in conjunction with the Agency Division and the Stenographic Bureau, nearly the whole of four floors. The scope of the work of this division is not very clearly indicated in its name, for while the agents' reports are audited here, that is but a trifling part of its responsibility. All policies are here written, and all the books kept in which their subsequent history is recorded. The ordinary business man who has work enough to keep a stenographer and a couple of bookkeepers constantly employed is undoubtedly well satisfied with the amount of his business. This one division of the Metropolitan employs 287 men as bookkeepers and 752 women clerks. There are in the Audit Division over 500 women using typewriters and in the building nearly 800 typewriting machines of various makes—the largest number in use under any single roof in the world. A few figures referring to the work of this division will be of interest.

Six hundred and six ledgers are in constant use, in which are entered in one year 65,000,000 figures, and 30,000 agents' registers in which are also entered in one year 200,000,000 figures. More than 12,000 transfer schedules are received each week.

In one year there are used 7,000,000 register sheets, written on the typewriter (in duplicate), agents each receiving a duplicate of the list retained at the Home Office

There have been written and issued in a single week over 77,000 policies.

The work of this division is of such magnitude that experience has shown the only way in which it can be properly handled is to divide it geographically—each section doing the same line of work, and accordingly





One of the Eight Sections of the Audit Division, Industrial Department



Eight months. The amount of the fine is \$100.00. The fine is paid by the next light train.

The following are the names of the persons who have received fines from the Police Department for the same reason as above. The names are received from the Police Department for the same reason as above.

History of an Application

The following are the names of the persons who have received fines from the Police Department for the same reason as above.

The following are the names of the persons who have received fines from the Police Department for the same reason as above.

One of the Eight Police Divisions, Industrial Department

The following are the names of the persons who have received fines from the Police Department for the same reason as above.





One of the Eight Policy Divisions, Industrial Department

eight sections, designated by the first eight letters of the alphabet, have been made.

The following will give some idea of the treatment applications receive from the time they leave the agents' hands until policies are received, or that slip which has blasted so many hopes—a rejection notice.

History of an Application

The applications are received at this office direct from the Medical Examiners and delivered at once to the Medical Division.

There they are stamped, checked with the doctors' vouchers which accompany them, counted and passed along to clerks, who separate them into the medically examined and the medically inspected. The medical inspections are sent to the clerks in the Policy Division (a part of the Audit Division), and the medical examinations are handed to other clerks. The doctors' reports of inspections and examinations are examined, and if there are any facts contained in a report that the clerk has no authority to pass she refers the application to the Medical Examiners at this office, who either pass, hold for correspondence or reject.

Applications that are finally passed are then divided up among the clerks, who check them as to age, premium, amount, insurable interest, first insurance or additional insurance, etc. Any discrepancies discovered by these clerks are either rectified or the applications are handed to the head of the Policy Division for correspondence. The applications for second insurance are passed to other clerks, who obtain from the Filing Section the applications for previous insurance. The two applications are then compared and checked. Applications that have finally passed the checking clerks are then collected by districts, those for each district being then arranged according to assistants, each assistant's applications being alphabetically arranged according to the



THE NUMBERING ROOM

agents. They are then sent to the numbering room, where they are numbered and dated by machinery, and returned to the Policy Division, where they are handed to the proper clerks, who from the applications write the official lists and policies.

After all the lists and policies have been written, the applications and policies are carefully compared. The issue is then ready to be sent out.

The applications are then sent to the Actuarial Division, where a separate card is prepared for each policy. As soon as this is done the applications are sent to the Filing Division, where they are filed in numerical order.

The Examining Section of the Audit Division has a force of twenty-eight clerks engaged in the auditing of final accounts and the



EXAMINING SECTION OF THE AUDIT DIVISION

examination of collection books. The computations of arrears and advance payments and all additions on final inspections are carefully verified, all errors corrected and the result certified to the corresponding Audit Sections, that necessary action of release or demand be taken on the agent's bond. This section also arranges for the supply to agents on requisition of new collection books, and by a simple but complete card index, sees to it that the old collection book is promptly returned when the new book is completed. A discriminating selection of these old collection books is made by which several hundred of them are thoroughly examined each month, followed by such letters of criticism or commendation as may be found advisable. The collection books of all agents promoted to assistants are called for and examined, as well as, from time to time, the collection books of active agents. There are on file in this section at the present time over twenty thousand old collection books, containing a record of the details of the collection of over \$80,000,000.

Considerable work of a statistical nature is done in this section.





Section of the Actuarial Division

There are located here several calculating machines for computing percentage of collections, ratios of increase to allotment, average Ordinary issue per month per man, etc. A single clerk by the aid of one of these machines can complete fifty of these ratios correct to four or more places of decimals in twelve minutes with practically no effort, all the operations of multiplication and division being done automatically by the turning of a crank after the original figures have been correctly set up thereon.

This section also assists in the preparation of lists for the company's publication for the field force called THE INTELLIGENCER, classifications for the country at large being prepared therein.

Agents' collection books are called for by this section without previous notice to the agents, and are given a thorough examination. The amount collected each week is checked page by page with the summary of the agent's account and all differences noted. The date of last payment on each policy is ascertained by computing the amount collected from the last known "date of last payment," as shown either by the date given at the time the collection book was opened or in the inspection book forwarded with the last inspection report. Similar check is made with the last inspection report rendered by the assistant superintendent. The date of last payment on business lapsed or transferred is also compared with the collection book and complete report of all differences and errors forwarded to the superintendent.

Actuarial Division

The tenth floor is occupied by the Actuarial Division—the division in which all the statistics so constantly needed regarding the business are prepared. The classifications of the business are so varied it is almost impossible that any question which might pertinently be asked, cannot be readily answered. More than 290 clerks are employed in this division, most of whom do little else than handle the cards on which it has been found necessary to record the details of the policies instead of making the entries in books.

The work of the division is divided into two sections—Actuarial proper and Card Section.

The Actuarial Section is subdivided into Industrial, Ordinary and Intermediate and is composed only of men, and on them devolves the labor

of collecting the data obtained from the Card Division. A valuation of the reserve liability under all the policies in force in the Industrial, Ordinary, Intermediate and Special Class is made each quarter, necessitating many thousand distinct calculations, nearly the whole of which are made mechanically on the thirty-eight calculating machines in use in this section. These machines are great labor-savers, relieving the brain of the monotony attending repeated operations of multiplication and division, saving time and insuring accuracy. All the difficult classifications necessary to be made, that the requirements of the Insurance Departments of the forty states where the company does business may be met, are also kept here.

The Card Division is divided into Issue, Record No. 1, Record No. 2, Classification, Transfer, Claim, Ordinary and Dividend.

The Issue Section receives the applications on which policies have been issued from the Audit Division each week, and a card is picked out representing each policy from cabinets which contain printed cards for every form of policy issued, at every age, every premium, every amount of insurance, and for both white and colored lives and both sexes. These cards are then carefully compared and sent to the Numbering Room, where the number and date of policy and the district are stamped thereon, completing the data needed for the many classifications. They are then again compared, classified, counted and finally arranged in numerical order by districts and sent to the Record Section, where they are filed in combination card desks. During the year 1907 it required 1,516,112 cards for the Industrial issue, which, in order to make the various classifications and put same in order for filing, required that these cards be handled thirty times, or the equivalent of 45,483,360 cards handled once. Schedules containing the various classifications of the week's issue are sent from this section each week to the Actuarial Section, where the particulars are entered on the books.

On the Record Section devolves the task of keeping by districts the cards representing the policies in force. The cards are filed in a combination desk and card cabinet, and to each clerk is assigned a certain number of districts. This section receives each week from the Audit Division duplicates of all revived, lapsed and transfer schedules sent to agents, that the proper cards may be taken from the district cabinet for the purpose of cancelation or transfer to other districts. These cards





Card Room, Actuarial Division

dividend system was not started until June, 1907, and therefore was in operation only a little more than six months at the end of that year. In that time the work, independent of the writing and checking the original cards, was the equivalent of handling nearly 9,000,000 cards—about 1,000,000 dividend receipts having been sent out under the new system. During the year 1908 more than 3,000,000 receipts will have to be written, assorted and sent to the field force.

The following summary of the number of times the cards are handled will give an excellent idea of the enormous detail of the work in the Actuarial Division:

Issue Section	1,516,112 issue cards handled 30 times	45,483,360
Record Section	1,192,457 cards handled 22 times	26,234,054
Record Section	139,746 revival cards handled 23 times	3,214,158
Record Section	15,000 age correction handled 45 times	702,000
Record Section	680,312 transfers handled 15 times	10,204,640
Transfer Section	363,372 rewritten and transfers handled 15 & 18 times	5,685,195
Transfer Section	55,000 assumed cards handled 22 times	1,110,000
Transfer Section	83,930 paid-up cards handled 8 to 57 times	4,183,816
Transfer Section	15,377 lien cards handled 23 and 28 times	610,521
Transfer Section	13,400 extended cards handled 14 and 20 times	217,216
Transfer Section	4,077,578 dividend cards handled 6 times	24,465,468
Claim Section	132,283 claim cards handled 72 times	9,524,376
Ordinary Section	487,000 issue-lapse-transfers handled 12 and 67 times	14,965,879
Dividend Section	1,251,527 lapses-transfers-dividends handled 5 to 11	8,570,316
Total		155,170,999

The Agency Division

The company's field force, consisting of 11,500 members, is under the supervision of nine superintendents of agencies, one of whom is located on the Pacific Coast, each of whom has charge of the superintendents, assistant superintendents and agents and of the District Office clerks (of which latter there are 439) in certain States in the United States and Provinces in the Dominion of Canada. The office of each superintendent of agencies and the space occupied by the clerks associated with them is contiguous to the corresponding section of the Audit Division, the territorial divisions being identical with those referred to in connection with the work of the Audit Division. The combined office force of the Agency Division, exclusive of the Pacific Coast, consists, in addition to the superintendents of agencies, of fifty clerks, twenty-five stenographers and ten boys.

The superintendents of agencies are, in effect, field superintendents on a large scale. They are responsible in their respective territories for the field organization and for the vigorous and successful prosecution of the business, Ordinary and Industrial. Subject to the approval of the officers, they control the appointment, transfer and promotion of agents and assistant superintendents, and District Office clerks, attend to the leasing of District Offices (of which there are 439), look after the bonding of field employes, and keep superintendents and assistant superintendents informed in detail as to their record, not only by letter, but by elaborate statements sent out at frequent intervals, showing just what each staff has accomplished during a given period and for the year to date in all the features of their work. There are also kept in the Agency Division a record of all the cities, towns and villages, and the population therein of the various districts; the pedigrees of the superintendents, assistant superintendents and District Office clerks—name, age, nationality, languages spoken, social condition, and if married the members of the family—and a history of their entire career with the company; a list of candidates eligible for promotion, and the names of those who are members of the Staff Savings Fund.

While the superintendents of agencies' headquarters are at the Home Office, they spend much of their time in the field, visiting districts over which they have supervision, studying local conditions, observing where improvements in methods or management can be effected, meeting all the men and making their close acquaintance—having in mind the future promotion of those who are worthy of advancement, and, in general, keeping in close touch with the rank and file—the business-getters.

Weekly conferences are held by the officers with the superintendents of agencies collectively (in the absence of any of them he is represented by his chief clerk). At these conferences matters of small and large interest alike are freely discussed for the information of all concerned. While in general this tends toward uniformity of practice in the conduct of the business in the respective territories, the superintendents of agencies are not bound down by any hard and fast rule. Suggestions made by the field and Home Office employes are appreciatively and impartially considered. Not infrequently a superintendent of agencies advances a new and original idea that seems to possess merit and is not inconsistent with the established practice of the

business, and permission is cheerfully accorded him to give it a trial in a particular district or in his own territory. Some of the greatest improvements that have been effected in plans and methods, and in policy and agency contracts and otherwise, have thus had their origin.

The "Book of Comments" is a useful adjunct of this division. This book has given the death-blow to many an aspirant for promotion, it possessing the perhaps unhappy faculty of an excellent memory. Shortcomings of any field man seem bound to reach the desk of the clerk in charge of this book, and without fear or favor are permanently charged up to his account. No better endorsement of the manner in which an old employe has handled his trust is needed than the reply of "Nothing" to the question so often put to the keeper of comments, "Is there anything noted against this man?"

Premium Rates and Policy Forms

The original tables of premiums in the Industrial Department were based on the American table of mortality and four and one-half per cent. interest, with a loading sufficient to pay expenses. These tables were found, after an experience of many years, to give satisfactory results only in a general way; and in September, 1887, the amounts insured for a unit of premium of five cents were changed throughout the table to conform more nearly to the mortality actually experienced. After the company had been in the business long enough to make a safe computation, it prepared a table of mortality from its own experience, taking as a basis the observation of twelve millions of lives. This being accomplished by the end of 1895, the company prepared tables of benefits combining life and endowment insurance, computed directly from its experience, and put the same into operation at the beginning of 1896, along with its old tables, which were the tables used, substantially, by the other Industrial companies. Although at some ages the immediate death benefits were less, yet as the company was able to add to them the promise of additions dependent upon the persistence of the business, by the end of 1896 the company was writing seventy-five per cent. of the infantile business upon them, and nearly sixty per cent. of the adult business. Beginning with 1897, all of the business up to age ten and after age fifty-nine was put upon these tables, the life tables being abrogated as to these ages. It is believed that the child's table was the

most equitable one ever issued up to that time, and was not subject to the objections which have frequently been made to the insurance of children, utterly mistaken and wrong as many of these objections were.

The radical character of this change can be realized when it is stated that on these policies insuring the lives of children, while the death benefits previously given were not diminished, but rather increased, the extra reserve required December 31, 1907, on such of them as were then in force amounted to \$10,887,910; that is, the reserve was that much greater than it would have been if no change had been made in the form of infantile policies.

In making these changes on both infantile and adult policies, the company was fully aware of the increased reserve obligations that it would have to assume, and in preparing the clause relating to paid-up insurance in the event of lapse, it was provided the amount of such paid-up insurance should bear the same ratio to the amount of insurance at the time the application was made, as the premiums paid bore to the total premiums payable; leaving the experience of the future to determine whether this rule was all the business could stand. In the year 1905, or the tenth year for the experience on these policies, it was determined to liberalize the paid-up feature by changing the rule from proportionate parts of the amount payable at the time application was made, to proportionate parts of the maximum sum insured—that is, the amount payable as an endowment if the life survived and the policy kept in force to the end of the endowment period.

The company wrote but one kind of insurance in the Industrial Department (whole life) up to the year 1892. Since then it has written fifteen, twenty, twenty-five, and thirty year endowments, combination, and term and endowment policies. The only forms in use from 1896 to 1907 were whole life, term and endowment, endowment with deferred annual additions, twenty-year endowment, and endowment at 80 for \$500.

During the year 1906 the company tabulated its mortality experience for the preceding ten years, representing 48,508,562 years of risk and 767,552 claims, and from the resulting mortality table, which showed a marked decrease in mortality when compared with a similar table prepared in 1894 from five years' experience, new premiums were computed for new forms of policies.

Public demand seemed to have changed with respect to the kind of insurance wanted, and as the company is in business to please the public, the new policies were framed with the view of distributing a larger amount in death benefits rather than of combining life insurance with the form of savings known as endowments.

The new policies, which were first issued in 1907, are whole life policies, but with premiums ceasing when the insured has reached age seventy-five. The new infantile tables provide in death benefits, for a weekly premium of five cents, nearly as much as the old tables did for a life premium of ten cents. This was accomplished by using for insurance the money formerly used in children's policies for shortening the endowment periods. To meet the limited demand which still exists for endowment insurance, the company writes twenty-year endowment policies.

In addition to the new mortality table already mentioned, another table based on 5,275,163 years of risk and 93,266 claims was constructed from the experience derived on a poorer grade of lives than those embraced in the first table, and from this table premiums have been computed for insurance on lives coming within its class. These policies, instead of becoming fully paid at age seventy-five, are endowments at age eighty.

A new feature has been introduced in the way of surrender values. Paid-up policies will be granted after three years instead of five; extended insurance will be granted after three years at the option of the holder; and cash surrenders will be paid after ten years.

Paid-up Policies

When Industrial insurance was started by the Metropolitan its success, as already stated, was by no means assured, and it was deemed prudent, therefore, to leave special concessions in the policies to such experience as the business might develop; but after the company had passed through the formative period and reached a position where it was abundantly able to meet every obligation, and be possessed of an ample surplus besides, it was decided that the time had arrived to liberalize the policies; and, beginning with 1892, all policies contained a clause providing for paid-up insurance after being in force five years, conditioned on age eighteen having been reached. This

provision was made retroactive so as to cover all existing policies, but not to go into effect until January 1, 1897.

In the fall of 1893, however, when many people throughout the country were deprived of work, and therefore unable to continue the payment of premiums, the company put this paid-up feature in immediate operation, and it has been continuously in force since that time. In July, 1895, it was made more liberal to the policy-holders by increasing the amounts, and made to apply also to policies issued prior to that date; and in January, 1896, it was still further liberalized by reducing the minimum age from eighteen to fifteen.

These paid-up policies are term policies, the amounts being computed upon a mortality table based upon the company's own experience, and there is added to the net single premium a loading of only ten per cent. for expenses, so that, considering the character of the risks insured, it is believed they are the most liberal paid-up policies issued by any company.

The question has often been raised why the paid-up policies of the Metropolitan are written for a term of years equal to the expectation of life, rather than for the whole of life. This is a natural question, and one easy of explanation. It was known that a great many paid-up policies would be issued for small amounts. Large numbers of the industrial classes have no permanent home, as a rule, but move from place to place. In the course of time a large number of these paid-up policies would be forgotten or lost. Many people would die years hence and no claim would ever be made on the company for the amount of the insurance, thus leaving many paid-up policies in full force on the books of the company on persons who, in the course of time, would appear to have attained ages surpassing those of the Biblical patriarchs. The company would not be able to mark these policies off the books because the presumption would be that the people were still alive. Therefore, liability would be held open on the books without limit. By fixing a term of years the company is able, at the end thereof, if no claim has been made, to cancel the liability. A paid-up policy running over the expectation of life is larger than it would be for the whole of life, so that the equity given to the insured is as much in one case as it would be in the other. If, however, the insured expresses a desire to have a paid-up life policy for a smaller amount, his wishes are complied with.

The above remarks apply only to paid-up policies written in lieu

of whole life policies. On all endowment policies the paid-up policies bear the same ratio to the amount insured as the number of premiums paid bears to the total premiums called for in the contract; and of course the paid-up policy is paid at the end of the original endowment period or at prior death. The minimum age at which an endowment paid-up policy would be written was originally fixed at ten years, but in the year 1906 this rule was abrogated. Since that time all endowment policies in force five or more years have been entitled to the paid-up provision.

The Ordinary Department

The Ordinary Department of the Metropolitan Life Insurance Company, occupying the entire fourth floor and parts of the first, second and third, constitutes within itself a huge insurance company—a giant among the giants. During the year just completed, the Ordinary Department produced new business of one hundred and thirty-five millions—a record equaled by only one other company. This insurance, when considered in connection with the large volume of Industrial business written, so exceeds the producing capacity of any rival, that the Metropolitan is left practically in a class by itself.

When it is considered that only fifteen years ago this Department reorganized on a non-participating basis, the rank which the company has gained among Ordinary insurance companies is a marvelous achievement, no less masterful in its way than the unprecedented triumph of the Metropolitan in the Industrial field.

When reorganized the Department was modest—a clerical force of two dozen, and an issue during 1892 of two millions insurance. The Department now has a clerical force of 650. Every labor-saving device or perfection in system that would operate to keep the clerical force within bounds has been inaugurated and successfully utilized in the Ordinary Department. Even so, forces have continued to grow, and each succeeding year has left behind it its quota of increase.

The Ordinary Department contains in itself two large subdivisions—the Ordinary Department proper, where policies are issued for \$1,000 and upward, and the Intermediate Branch, which issues the \$500 policies that have become so popular with the better grade of Industrial people.

The Intermediate Branch began business July 1, 1896. It was originally intended for high-class Industrial risks, who could hardly afford



\$1,000 in the Ordinary Department but who were able to pay for \$500 in some better than semi-weekly premiums, and against whom the branch of Ordinary insurance protection had been closed.

The rate was a new one, and the rates charged, so far as based on mortality, were liberal. Therefore, to avoid overcharging a client for which he was designed to benefit, it was agreed that the savings in mortality should be used for paying dividends. After ten years' experience special mortality tables were possible, and on January 1, 1907, all policies were made non-participating, the premium rates based upon the new tables being much reduced.

The Branch was the pioneer in \$500 insurance, and its name "Intermediate" has been adopted by other companies which have entered the field for business of the \$500 grade.

In ten years, as a dividend payer, it established the world's record—paying higher dividends than any dividend-paying company.

In business methods it was forced to take the initiative and adopt systems whereby Ordinary business could be conducted along lines in keeping with an Industrial volume. The \$1,000 Ordinary conservatism was combined with the Industrial principle, and in the resulting Intermediate methods conventional red tape gave way to the ease of the typewriter ribbon, and its easy and improved machine-like methods. The writing of the premium receipts was changed to permit business in both Ordinary and Intermediate, which was formerly done by hand is now done on the typewriter by a system devised with the company. In the operation of the premium receipt, the name and the state or location of the Branch Office are written at the top, the address on the envelope in which the receipt is to be mailed. Later, this part of the receipt is done on a piece work basis instead of a fixed salary. The result has been most satisfactory. The employees have been better paid, company business has been increased, and the company has done its duty to the insured under the best method. The vast number of premium receipts written in this new and easy method, and recent



Branch Office, showing the new and easy method of writing premium receipts.



Policy Division, Intermediate Branch

\$1,000 in the Ordinary Department, but who were able to pay for \$500 on some better plan than weekly premiums, and against whom the doors of Ordinary insurance protection had been closed.

The field was a new one, and the rates charged, so far as based on mortality, problematical. Therefore, to avoid overcharging a clientage which it was designed to benefit, it was agreed that the savings in mortality should be used for paying dividends. After ten years' experience special mortality tables were possible, and on January 1, 1907, all policies were made non-participating, the premium rates based upon the new tables being much reduced.

The Branch was the pioneer in \$500 insurance, and its name, "Intermediate," has been adopted by other companies which have entered the field for business of the \$500 grade.

In ten years, as a dividend payer, it established the world's record—paying higher dividends than any dividend-paying company.

In business methods it was forced to take the initiative and adopt systems whereby *Ordinary* business could be conducted along lines in keeping with an *Industrial* volume. The \$1,000 Ordinary conservatism was combined with the Industrial liberality, and in the resulting Intermediate methods conventional red tape gave way to the blue of the typewriter ribbon, and its easy and improved machine-like methods. The writing of the premium receipts and notices to policy-holders, in both Ordinary and Intermediate, which was formerly done by hand, is now done on the typewriter by a system original with the company. By one operation, the *premium receipt*, the *notice* and the *stub* for the use of the Branch Office are written, as well as the address on the envelope in which the notice is to be mailed. Later, this part of the work has been done on a piece-work basis instead of at a stated salary. The result has been most satisfactory, the employes have been better paid, diligence in business has been rewarded, and the company has done it all at a less cost than under the old method. The vast number of premium receipts sent out for collection, called for a new and easier method, and instead



THE ENTIRE CLERICAL FORCE OF THE INTERMEDIATE
BRANCH IN 1897

of the old system of charging by hand, billing to the District Office also by hand, both are now done in one operation on the typewriter, making it absolutely impossible to bill a premium receipt to a Branch Office without charging it, as the one is a carbon copy of the other. Another



RENEWAL DIVISION OF THE ORDINARY DEPARTMENT

benefit to the company and the Branch Offices as well has been the new renewal card. For each policy issued, a card with duplicate is written: one for the Home Office and one for District Office. By this, the District Offices are all supplied with the same system, all cards written in plain type and exact duplicates of the Home Office records.

As in the Industrial Department, the work both in Ordinary and Intermediate is divided into Sections and Divisions—Application, Index, Policy, Inspection,

Audit, Renewal, Cancellation, Loan, Correspondence. One of the important functions of the last-named division, and in line with the announcement elsewhere herein, "that the Metropolitan would never have a policy lapse if it could prevent it," is the addressing to the policy-holder on the lapse of his insurance of a letter, over the signature of the President, inquiring as to the reasons for giving up the insurance and urging him to revive. About \$10,000,000 of insurance is revived annually this way. Through the polite solicitude of this Department, many a dissatisfied policy-holder, nursing imaginary grievances, is transformed into a loyal supporter of the company. This division furthers one of the great aims of the company—that of not only retaining its policy-holders, but of keeping them thoroughly satisfied.

Intermediate Branch of the Ordinary Department

Industrial insurance, by reason of the necessity of weekly collections at the homes of the insured, is expensive. Yet among the working classes there are many willing to pay premiums less frequently if they

can get insurance in smaller amounts than are common with Ordinary companies. This caused the officers to give serious consideration to the question whether a considerable portion of the population not reached in canvassing either for Ordinary applications (where the minimum amount insured is \$1,000 and the minimum premium \$10) or in the Industrial Department, where the premiums are payable weekly, might not be reached by a form of insurance intermediate between the Ordinary and Industrial.

The two important elements which entered into the discussion of the question were mortality and expense. The experience of the company justified the assumption that the rate of mortality likely to prevail among the intermediate class of risks would be higher than among the insured in the Ordinary Department. At any rate it was not deemed wise to adopt rates based on the rate of mortality prevailing among what are generally designated as "Selected Lives"; and therefore the net premium was based on the Industrial table of mortality.

With these considerations governing the groundwork of the scheme, tables of rates were adopted in July, 1896, with practically the same loading for expenses as that used in the Ordinary Department of the company, on different forms of whole life and endowment policies for \$500 only. The experience on the lives of persons insured under these Intermediate policies was kept separate, and from the surplus accruing dividends have been paid at the end of five years and annually thereafter.

It is evident that this plan of insurance supplied a public want, from the fact that at the end of 1906 there were 315,308 Intermediate policies in force (including paid-up policies), insuring \$155,014,312 and representing an annual premium of \$7,860,364.56.

It may be surmised how well the company was able to do for policy-holders in this Branch from the dividends paid as shown in the following table:

1901	\$10,236.92	1905	\$368,219.02
1902	65,026.30	1906	598,279.16
1903	121,555.45	1907	834,902.37
1904	218,528.65		

During the year 1906 a law was passed in the state of New York prohibiting companies from writing both participating and non-participating insurance after that year. As about ninety per cent. of the

business of the Metropolitan was non-participating, and the field force had been thoroughly imbued with the soundness of the company's policy which had brought about this record, it was decided henceforth to write non-participating insurance only. For this purpose a new mortality table was prepared from the company's actual experience on lives in the Intermediate Branch and premiums computed thereon, with the addition of a small loading for expenses and contingencies. All policies issued through this Branch since January 1, 1907, are non-participating. In 1907 about \$51,500,000 of paid-for business was written and revived in this Branch—a larger amount than ever before.

Special Class Branch of the Ordinary Department

This class was inaugurated in 1899 for the purpose of saving to the agents and the company business on lives which could not be accepted as standard risks.

The subject was not new and had been given careful consideration for years. There were various plans in operation, both in this and other countries, for handling such risks. The two most prominent of these plans were:

First.—Rating up the age of the insured.

Second.—Placing the insured in a class by themselves for the period of twenty years, the surplus, if any, derived from that class to be distributed at the end of that time; and in some cases liens were attached against the insurance.

These plans, however, require the placing of each individual risk in some particular class—either to determine how many years should be added to the actual age, or the amount of lien that would be supposed to be an adequate measure of deterioration of the risk.

This company decided to adopt another and distinctive plan and to transact the business along the same lines that Ordinary life insurance is transacted, namely, on the broad lines of general averages; and that the same premiums and the same conditions should be imposed on those who should be accepted without attempting particularly to differentiate between the real or assumed degrees of hazard. To accomplish this result it was necessary to base the premiums on a table of mortality which showed a sufficiently high death rate, to avoid the possibility of failure, with the proviso that, should any profit arise by reason of the rate of

mortality being lower than that assumed or from other causes, a dividend could be declared to existing policy-holders.

A mortality table expressing a death rate equal to double that shown in the Actuaries' table up to age sixty, and from that point gradually merging into the Actuaries' table itself, it was thought would meet the requirements, and premiums were computed on that basis with a low percentage of loading added for expenses. The company agreed to keep a separate account of these policies and from the surplus earned, if any, to pay a dividend at the end of five years, at the end of ten years, and annually thereafter. These premiums were computed on the basis of \$1,000 of insurance, and of course were higher than the Ordinary rates, particularly on all forms of life policies. The object, however, was not to charge the increased rates per \$1,000 of insurance, but to adapt the amount of insurance to the published rates for *standard* risks, and so the rule of proportion was invoked to ascertain the amount of insurance that could be given for the regular published rates at all ages and all kinds of insurance. If the amount of insurance which the regular rate per \$1,000 of insurance would purchase on the basis of this new table was \$700, then the nominal amount of insurance was made \$1,000 with a lien of \$300, and this lien of \$300 was to be reduced by the application of surplus as stated above. This reduction of the lien simply means that the amount of insurance is increased over the original \$700. The American table of mortality doubled was substituted for the Actuaries' table of mortality doubled at the time New York State adopted the American table of mortality, and three and one-half per cent. interest, as a standard for valuation. The experience of the company on this business has been very interesting, instructive and satisfactory.

When by reason of the new insurance law in New York State the company decided to go on a non-participating basis exclusively, it was thought that the experience of the company on these lives furnished sufficient data to construct a new table of mortality, which would serve as the basis of new calculations for premiums on non-participating policies. This was done, and it is a cause for congratulation that the experience on these policies issued during the year 1907 has been satisfactory in every way. The number of policies issued was much larger than in any preceding year, and the ratio of Not Taken policies was only about one-half that experienced under the old system. This

seems to indicate that there is a repugnance in the public mind against having a lien charged against the insurance.

Under the new non-participating plan the policies are not issued for a nominal sum of \$1,000 carrying the amount of insurance which the regular premium for a standard risk would purchase, but \$1,000 is the actual unit of insurance. The premiums are published and risks taken on that basis.

The Medical Division

In this division the permanent force comprises forty-nine clerks, which number is increased to seventy-five by draft on the Audit Division on Mondays and Tuesdays. In the Industrial Department policies are issued but once a week, namely, on Thursday, and the efforts of the division are directed to the promptest possible examination of Industrial applications, so that the policies may be in the agents' hands for delivery by the following Monday. Applications for insurance in the Ordinary Department and Intermediate Branch receive daily consideration, and the number of cases handled is very large. Nine physicians on the staff are in constant attendance, examining applicants and applications, passing death claims and supervising the important work of the division. The correspondence regarding the appointment, discipline and the retirement of medical examiners is also conducted in the Medical Division, and the records and accounts of nearly five thousand examiners are cared for. With each despatch of Industrial applications from the field, and with every application in the Ordinary Department and Intermediate Branch, a voucher is sent to the Home Office calling for the proper fees, which is audited and credited to the examiners in the ledgers, and checks for the total amount of credit are sent to each examiner once in three months.

There is provided in this division a retiring room to which are brought clerks from all parts of the building who may be in need of medical service, and such care and attention as the Home Office force requires is here rendered.

A well-equipped laboratory for urinary analysis is located on the tenth floor, for such cases as in the judgment of the field examiner or the Home Office require this test. The examination is chemical and microscopical, and has proven its value as an aid to





The Medical Division



one group and another group of risks. These divisions are made mostly.

The Treasurer's Division

The division with a force of officers, clerks, messengers, and messengers, all under the Treasurer's Division. The division is subdivided into various sub-divisions and agents, and all business is done in connection with regular weekly premiums. The division is subdivided into four principal sections, beginning with the Agency and then the Insurance. Each section has a credit account book and general check.

The total cash receipts handled by the division in 1907 were \$15,000,000.

It is necessary to have cash books, twenty-six check books, eight salary books, sixteen account books, and three ledgers to record these transactions.

The approximate number of checks, drafts, money orders, and postal notes deposited to the banks for collection during 1907 was 127,457. The approximate number of checks

deposited in 1907 was 127,457.

During 1907 a total of 127,457 checks were paid through the clearing system of the division. The checks are paid by wire transfer, and the checks are paid to the bank for collection. These checks are sent to the bank quarterly, and aggregate \$14,000,000.

The clearing section of this division handles a large number of checks, which are paid to the bank for collection. The checks are paid to the bank quarterly, and aggregate \$14,000,000.



The clearing section of the division.



The Treasurer's Division

the careful and scientific selection of risks. Twelve thousand tests are made annually.

The Treasurer's Division

This division, with a force of fifty-one clerks, receives all district remittances and makes all payments due District Offices for salaries of superintendents, assistant superintendents and agents, and all expenses incurred by them in collecting regular weekly premiums. This division is subdivided into eight territorial sections, conforming with the Agency and Audit Divisions. Each section has a cashier, account clerk and general clerk.

The total cash receipts handled by this division in 1907 were \$55,066,169.42.

It necessitates thirteen cash books, twenty-six check books, eight salary blotters, sixteen account blotters and three ledgers to record these transactions.

The approximate number of checks, drafts, money orders and postal notes deposited in the banks for collection during 1907 was 127,472; the approximate number of checks drawn for 1907 was 160,000.

During 1907 a total of 129,087 death claims were paid through the Claim Section of this division. This work is done by seven clerks, who also draw the checks in payment of the fees for medical examinations. These checks are sent to the examiners quarterly, and aggregate 14,000 per annum.

The Mailing Section of this division requires a large force of clerks, whose duty it is to mail all outgoing remittances, death claim checks, etc., and see that proper vouchers are enclosed; also that these vouchers are returned properly receipted. The approximate number of forms filed by this section during 1907 was 245,000.



THE BOND AND MORTGAGE SECTION

In this division are also kept the general ledger, cash book, etc., in which all transactions made by the company are recorded; likewise the record of purchases and sales of bonds and stocks, of which the company now owns nearly \$100,000,000, and of bonds and mortgages amounting to over \$75,000,000.

In addition the weekly pay rolls for Home Office employees, numbering about 3,000, are made up here.

The Bond and Mortgage Section, which is under the supervision of the treasurer, is directly in charge of the comptroller. All loans on bond and mortgage are made through this section, as well as collection of rents and general care of the Home Office and other real estate belonging to the company.

The security vault, which now, although not nearly all occupied, contains bonds and stocks of the value of \$100,000,000, is ten feet deep and thirty-two feet wide, and is of the most approved construction—burglar and fire proof. The available space would accommodate \$750,000,000. As an added element of safety, the entire vault is sheathed in mahogany, with metal lining so arranged that any tampering with the sheathing would sound an alarm at protective headquarters.

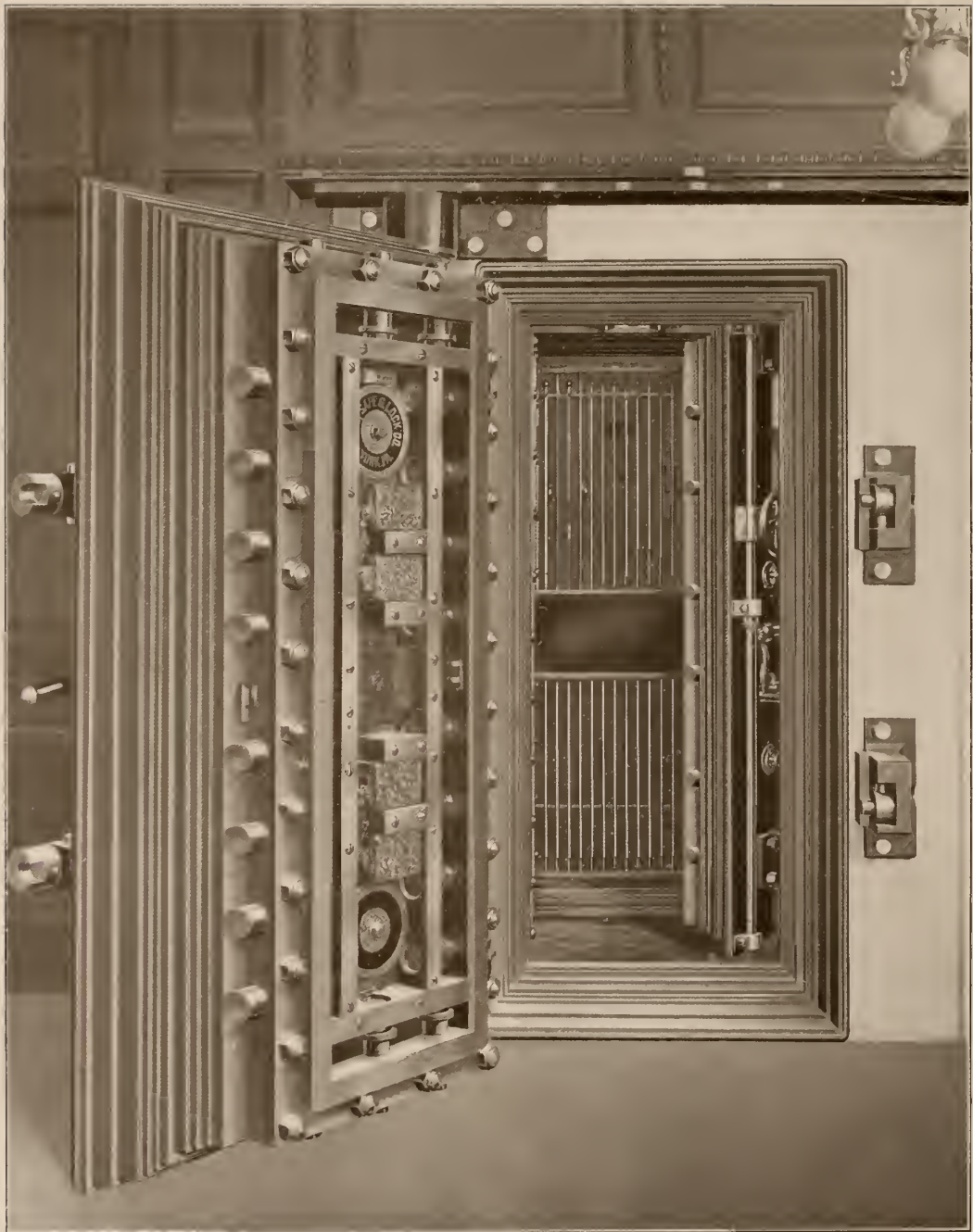
The door, of which we give a representation, weighs ten tons, but is so delicately adjusted that one person can easily swing it.

The Claim Division

One of the most delicate of scientific instruments is the seismograph. This wonderful device, when properly placed in position, will record in this country earthquakes that happen on the other side of the globe. It was only recently that the severe earthquakes in Chili were recorded very accurately on the seismographs in the United States.



THE BOND AND MORTGAGE VAULT



The Claim Division of the Metropolitan Life Insurance Company is one of the most successful disaster recovery teams in the world. A few hours after a major disaster occurred in the country, the company is on the scene, ready to pay claims and to help the victims. The company's policyholders are insured for a wide range of disasters, including earthquakes, hurricanes, floods, fires, and explosions. The company's claim adjusters are trained to handle all types of disasters, and they are able to provide prompt payment to the victims.

After the disaster, the company's claim adjusters are on the scene, ready to pay claims and to help the victims. The company's policyholders are insured for a wide range of disasters, including earthquakes, hurricanes, floods, fires, and explosions. The company's claim adjusters are trained to handle all types of disasters, and they are able to provide prompt payment to the victims.



REPAIRS TO THE BUILDING

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The Security Vault

The Claim Division of the Metropolitan Life Insurance Company is one of the most accurate disaster recorders extant, for within a few hours after a great accident anywhere in the country, be it by fire or flood, collision or panic, sinking land or sinking ship, the roll of those holding policies in the Metropolitan is made up, and the money for which, in most instances, calamity has made a pressing necessity is supplied to those called upon to perform the last offices for the dead.

It is interesting to note that in the Johnstown flood, before the debris of disaster had been cleared away, the Metropolitan was paying claims on account of the victims of that catastrophe, and the payments covered sixty-one Industrial policies.

Sixty-eight claims on Metropolitan policy-holders were paid as the result of the St. Louis tornado in 1896.

Eleven claims were paid as the result of the wreck of the steamboat "Portland," November, 1898, and nineteen on the lives of sailors that went down with the U. S. S. "Maine" in Havana harbor in 1898.

Twenty-four claims were paid as the result of the Galveston flood, Texas, in 1900. Four Metropolitan policy-holders were killed in the Martinique disaster by the eruption of Mount Pelée in 1902, and thirteen in the Iroquois (Chicago) theatre fire on December 30, 1903. Three of the thirty-three victims of the explosion in the U. S. S. "Missouri's" turret on April 13, 1904, were insured in the Metropolitan. Three hundred and fifty-seven death claims were paid on the lives of those burned on the excursion steamer "General Slocum," June 15, 1904. Nine claims were paid on those killed in the Emerson Shoe Factory boiler explosion, Brockton, Mass., March 20, 1905. Sixty-four claims as the direct or indirect result of the San Francisco earthquake and fire, April 18, 1906, were paid.



THE CLAIM DIVISION

Eleven of the victims of the Pennsylvania Railroad wreck at Atlantic City, N. J., October 28, 1906, and twenty-one of those lost in the sinking of the Joy Line steamer "Larchmont" in Long Island Sound on February 11, 1907, were insured in the Metropolitan.

Fifteen claims were paid upon the victims of the Monongah mine disaster in West Virginia, resulting in the death of 406 men, on December 6, 1907.

Claims under forty-two policies were paid upon thirty-four children lost in the Collingwood School disaster in the suburbs of Cleveland, Ohio, on March 4, 1908. Fire swept through the building, and 166 boys and girls and two teachers were lost in the panic that ensued. The money for these claims was in the hands of the parents the day following the terrible event.

The deaths in these great disasters, however, form but an infinitesimal part of the total number paid by the Metropolitan, averaging as they do between four hundred and five hundred a day. In one day the claim payments ran as high as 809.

The total number last year was 137,270, averaging one claim for every sixty-four seconds of each business day of eight hours, amounting to \$18,233,369.58—an average of \$124.95 for each minute of each business day of eight hours.

The Metropolitan Life Insurance Company has offices in forty states in the United States, also in the provinces of Canada, and during the year 1907 paid claims on insured who died, not only in every state and territory in the United States and in Canada, but also in the following foreign countries: Africa, Argentine Republic, Australia, Austria, Azores Islands, Barbados, Belgium, Bermuda, Bohemia, Brazil, Canal Zone, Cape Verde Islands, China, Cuba, Denmark, England, France, Germany, Guam, Hawaii, Holland, Hungary, Hong-kong, Ireland, Italy, Jamaica, Mexico, New Zealand, Norway, Porto Rico, Panama, Portugal, Rumania, Russia, Scotland, South Africa, Sweden, Switzerland, Spain, Syria, Wales.

It requires a force of fifty clerks, stenographers and typewriters to handle the death claims and complete the comprehensive mortuary records of the company. Death claims when properly proved are always remitted the day the papers are received at the Home Office, and in cases where a remittance would be more than one day in

reaching the claimant, the payment is usually made by telegraph, and frequently in cash by the superintendents, the prompt payment of claims ever having been one of the features by which the company has secured the confidence of the insuring public.

Not all the business in this division has, however, to do with deaths. Over fifty-seven per cent. of the Industrial business of the Metropolitan is on the endowment plan, and maturing claims under these policies are settled through this division.

Since its organization the Metropolitan has paid 1,611,404 death claims, amounting to \$184,539,485.63.

The Investigation Division

The Investigation Division, as its name implies, takes in hand all investigations, whether of members of the field force or of cases reported by the agents or policy-holders as needing special attention. Changes of beneficiaries under Industrial policies are handled here to the number of over 2,000 a week.

One of the features of the Industrial policies issued by this company is the right to a free, or paid-up, policy after premiums have been paid for five or more years. More than 1,500 of these policies are issued each week through this division, on applications submitted from policy-holders, through the company's local representatives. In order that the company may be satisfied that every policy-holder who has ceased payment of premium on a policy which has been in force for five years or over, understands his or her right to one of these free policies, there is sent out from the Investigation Division to the holder of every such policy reported for lapse, a notice advising him of just what amount of free insurance he is entitled to and how to proceed to procure it.



THE INVESTIGATION DIVISION

These notices are not sent through the company's representatives in the field, but mailed direct to the policy-holders. All complaints by mail are referred to the Investigation Division, as well as all callers desiring information regarding Industrial policies.

More than 3,500 letters a week leave this division, mostly in reply to inquiries as to rights and privileges of the Industrial policy-holders.

Fifteen outside inspectors are connected with this division, who are constantly employed in making special investigations or inspections on behalf of the Home Office. Their movements are controlled from here, and each of the important divisions is furnished daily with slips showing the location of each inspector and the work on which he is engaged.

In addition to these inspectors, there is a corps of supervisors constantly employed in checking up the accounts of cashiers in the local offices, and thoroughly instructing new appointees.

Child Insurance in the Legislatures

Although the system of child insurance at its inception and during its early years was discussed by the Superintendents of the Insurance Departments of the principal states, and with much favor, several attempts have been made by legislative action to prohibit insurance on the lives of children.

In 1889 a bill was introduced in the Legislature of Pennsylvania, based upon the recommendation of the Governor of the state in his previous annual message (that in turn having been based upon the recommendations of certain alleged charitably disposed people in Philadelphia), seeking to make it unlawful to insure the lives of children. The committees of the two Houses to which the bill was referred, after a hearing and due consideration, unanimously decided that no legislation was called for. Again, in 1897, similar bills were introduced into both Houses. There was a hearing before the Senate Committee of an officer of the Metropolitan. There attended with him before the committee Dr. James W. Walk, the general secretary of the Central Board of Directors of the Society for Organizing Charity of Philadelphia, comprising eighteen charitable associations, and often spoken of as "The Associated Charities." Dr. Walk entered an earnest protest against the passage of the bill and spoke most eloquently in favor of Industrial child insurance. There were submitted to the Senate, also, a strong letter

from J. Lewis Crew, Esq., secretary of the Pennsylvania Society to Protect Children from Cruelty, which he concluded by saying that he did not think that public policy would authorize any interference on the part of the Legislature in the present system of child insurance as he apprehended it to exist; and letters from T. M. Porter, secretary and superintendent of the Western Pennsylvania Humane Society, headquarters at Pittsburg; Mrs. L. P. Wilson, the president, in 1896, of the Western Division of the Children's Aid Society, dated Altoona; and Mrs. F. B. Reed, president, and Mrs. A. R. Powell, secretary, of the Children's Aid Society, Clearfield County—all of which letters declare that the writers had known of no abuses arising from child insurance; and also a letter from Dr. Walk giving the substance of his oral address before the committee. The bill was earnestly debated in the Senate, and was defeated by a vote of thirty-three to ten; and, a few days after, the House bill was abandoned by its author and, upon his motion, struck from the calendar. Similar bills in 1903 and 1907 died in committee, which did not even dignify them by a hearing.

In 1890 a similar bill was introduced into the New York Legislature and was urged with great persistence by its author; but after careful consideration the Insurance Committee reported adversely. In 1902 a similar bill was killed. Meanwhile, in 1892, the Legislature expressly approved of child insurance by adopting as a part of the Insurance Code the tables of benefits of the Metropolitan Life Insurance Company. In 1906 the matter was considered by the Armstrong Committee, which reported in favor of the business, and a bill introduced to prohibit child insurance was defeated.

A bill was introduced in 1891 in Massachusetts, concerning which the Insurance Commissioner, in his report, says: "During a session of the Legislature of the present year an order was presented and considered by the Insurance Committee looking to the restriction of insurance upon infantile lives, and forbidding insurance on any life without the knowledge of the person insured. It was shown, however, that the companies now use every precaution to prevent the latter. It did not appear that under the practices of the companies engaging therein additional safeguards against imposition nor in the line of better public policy could well be applied to the former, and the report of the committee 'inexpedient to legislate,' was accepted without dissent."

In 1895 the most determined effort which has ever been made in this country to restrict child insurance was undertaken in Massachusetts. It was instigated primarily by a charitable society, but other and less creditable influences made the contest severe. The taking of testimony before the joint committee occupied six weeks, and the newspapers gave it the widest publicity. This company drove the complainants completely from their charges of child murder arising from insurance. There is probably no state in the Union where a larger proportion of the entire population holds Industrial policies than Massachusetts, and therefore the people knew that the statements which were made in favor of the bill were either gross exaggerations or base falsehoods; and the members of the two Houses, coming in touch with their constituents, were so thoroughly convinced of the will of the people in regard to the bill, that when it came up for passage it was defeated by a vote of 149 to 23. In 1897 and 1898 similar bills were introduced, but were not pushed beyond formal hearing, on which the joint committee made adverse reports. In 1903, 1904 and 1906 bills to limit the amount of insurance on children were defeated both in committee and by a vote of the House.

The agitation of child insurance in other states has with a single exception met with action favorable to the business. In Ohio, in 1895, the commission appointed to prepare an Insurance Code adopted as part of the Code the same permissive provisions regarding child insurance which in 1892 were placed in the Insurance Code of New York State, referred to above. The Code failed of passage in Ohio, but a separate bill to prevent child insurance in that state failed of passage in 1896, in 1898, and also in 1900, where, after a full hearing, the senator who introduced the bill cast the only vote in its favor. The Insurance Commissioner of Illinois in 1895, and again in 1897, proposed to the Legislature to enact a permissive law; and although this was not done, bills to prohibit the business were defeated in that state in 1897, 1899, 1901 and 1907. In 1897, the Insurance Commissioner of Wisconsin asked his Legislature to pass a permissive law. The Insurance Commissioners of Massachusetts, Pennsylvania, New York, Ohio, New Jersey, Connecticut and Illinois wrote letters in 1899 to the Commissioner of Colorado in response to the inquiry of the last-named, in which they all took ground in favor of child insurance. The Insurance Commissioner of Colorado wrote that he did not receive a single unfavorable reply to any letter of

inquiry sent out by him. Propositions to enact obstructive legislation have been defeated in the following states: Connecticut, 1893; Tennessee, 1895 (after a full hearing), and in 1899 and 1901; Michigan, 1895, 1899, 1903 and 1905; Georgia, 1895; Delaware, 1897; Missouri, 1893, 1897, 1899, 1901 (after a hearing before the committee) and 1903; New Hampshire in 1903 (after a full hearing on both sides before the Insurance Committee, by a practically unanimous vote of nearly four hundred members), and 1905 and 1907; California (unanimous vote after hearing), 1903; Indiana, 1901 and 1903; Utah, 1903; North Carolina, 1903; Wisconsin, 1901 and 1903, the latter after a newspaper discussion in which the Bishop of Fond du Lac vigorously defended and supported the business, and 1905; Virginia, 1904 and 1906; Minnesota, 1905; in the United States Congress, 1906. In Colorado some years ago, under the governorship of Mr. Waite, who became so notorious by his attack on President Cleveland, a law was enacted forbidding insurance of children. Only one company was doing the business there and its insurance in force was small. The bill was passed without giving the company a hearing, although one was sought. In 1899 the Insurance Commissioner of the state endeavored to get the law repealed. The repealer was passed by the lower House and reached the Senate but a few days before adjournment. Although a majority of the senators were in its favor, the final adjournment came before action, through the threat of a small minority to force an extra session by talking out the remainder of the session. They were aided by a ruling of the chair that a motion to adjourn was debatable, and that it was competent on such a motion to debate the question of child insurance. Whole pamphlets on the subject were sent up to the clerk to read in order to exhaust time. After thirteen hours of contest the bill was abandoned by its friends in order to save the calling of an extra session to pass other necessary bills. In this contest not only the letters from the Insurance Commissioners of Massachusetts, Pennsylvania, Ohio, Illinois, New York, New Jersey, Connecticut and Colorado favoring child insurance were used, but letters from Mrs. Plaid, a charity worker among the factory operatives of Holyoke, Mass.; the Rev. Mr. Newton, president of the Associated Charities of Pueblo, Col.; Rev. Father Malone, editor of the *Colorado Catholic*; Secretary of the Navy Long, sometime vice-president of the Massachusetts Society for the Prevention of Cruelty to Children, the general secretary and several

agents of the Louisville, Ky., Charity Organization Society, and Thomas T. Stokes, director of the Associated Charities of Boston, all in favor of child insurance, were used.

The Dominion of Canada, in 1895, refused, after a long debate, to prohibit or even restrict child insurance. At an earlier date the provincial Legislature of Ontario passed a law giving direct authority to do child insurance according to the table of benefits of one of the insurance corporations of that province; and subsequently raised this table to conform in some respects with the table of benefits of the Metropolitan Life Insurance Company of New York; and, in 1897, this law was re-enacted into the Insurance Code of Ontario. In 1908 a similar law adapted to the Metropolitan tables was submitted by the Government to and passed by the Provincial Parliament of Quebec.

In England, notwithstanding many agitations and investigations, Parliament passed an act in 1896 re-enacting the same limitations of child insurance as were enacted in 1855, forty-one years before. This fixes the limits up to the age of ten, but leaves the people free to insure their children for any amount after age ten. We believe that every agitation in England has resulted either in no action at all, or in the liberalizing rules respecting child insurance.

The results of the contests in Massachusetts, Pennsylvania and Ohio (in 1900), undoubtedly arose from the popular approval of child insurance. As three Industrial companies had in force in Pennsylvania at the time of the agitation a million and one-third of Industrial policies, and had in force in Massachusetts at the time of the agitation there half a million policies, and in Ohio, in 1900, six hundred thousand policies, it may be said that there was ample knowledge of the system of child insurance, which is an integral part of Industrial insurance, on the part of the people of these states. So the fact that at the time of the agitation in England over four millions of children under ten years of age were insured there, doubtless discloses the real reason for the failure of agitation in that country against child insurance. The working people desire the privilege, and have never abused it.

The Home Office Account Division

The only divisions of the Home Office on the ground floor are the Home Office Account, the Cashiers of the Ordinary Department

and Intermediate Branch, the Loan and the Mail Divisions, these being placed on the ground floor to save the time of callers, a large majority of whom have business to transact with one or another of these divisions.

On the corner of Madison Avenue and Twenty-fourth Street is the Home Office Account Division. This is for the accommodation of the holders of weekly premium policies who do not care to have an agent call for their payments and who either come themselves or send their premiums direct to the company, and to which policyholders who have removed to places where the company has no established agency forward their premiums. There are over 40,000 policies in this account, the annual collections from which are a quarter of a million dollars. The weekly remittances received here are over 2,500 in number—cash, checks, postage stamps, express and post-office orders. Of the latter, more than 1,500 are received each week.



THE HOME OFFICE ACCOUNT DIVISION

Premiums are regularly received from Argentine Republic, Australia, Austria, Belgium, Bermuda, W. I.; Brazil, Canada, Cape Colony, Africa; Chili, China, Cuba, W. I.; Denmark, England, France, Germany, Hawaiian Islands, Honduras, Hungary, Ireland, Italy, Jamaica, W. I.; Mexico, Natal, Africa; Newfoundland, New Zealand, Norway, Panama, Porto Rico, W. I.; Russia, Samoa, Scotland, Spain, Sweden, Switzerland, The Philippines, Transvaal, Africa; Turk's Island, W. I.; Wales.

The old charge that a life insurance company makes money out of lapses, and so encourages them, has never been true of the Metropolitan. No Metropolitan policy would ever lapse if the management could prevent it, and no effort is spared, once a policy is on the books, to keep it there. The company believes that a business worth getting is worth keeping; that the policies that stay are the policies that pay. While the company has representatives in over 10,000 places, policy-

holders frequently move where the company is not represented. The district in which the policy-holder formerly resided then notifies the Home Office Account Division, and a letter is sent to the policy-holder requesting him to keep his insurance in force, and giving minute directions as to the method to be pursued. If not heard from within the grace period allowed to all holders of weekly premium policies (four weeks) a second notice is sent, again urging the continuation of the policy.

The Printing Department

A small bookbindery was established in the year 1897 on the eleventh floor of the Twenty-fourth Street building, it having been found extremely inconvenient to send the many forms, which it was necessary to bind for preservation, outside the building, owing to the continual occasion for references thereto. In a short time a small printing press was added; in 1899 the department moved into a room in the basement, 55x100, and added two large cylinder presses and several jobbers. In 1902 the department had proved such a success it was determined to erect a building for its permanent home, and in October, 1903, ground for the Annex was broken. The building was completed early in 1905,

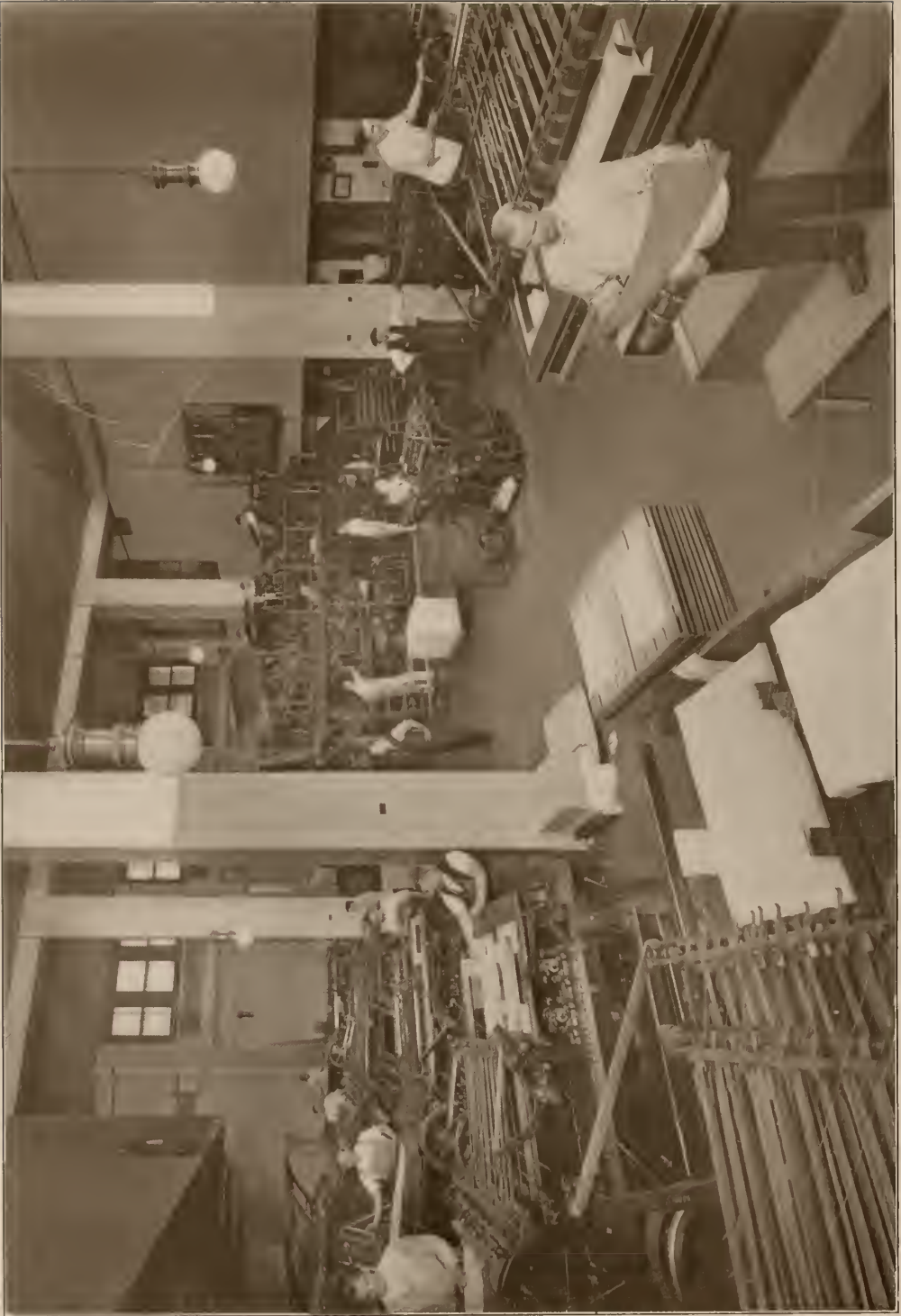
when one of the most complete printing and binding plants in the country was installed, occupying six floors (about 25,000 feet of space).

The equipment consists of two large rotary presses, especially built for THE METROPOLITAN, which print (the cover in four colors and the inside in one color) paste and fold this little magazine and deliver it into a receiving box, all ready to send out, at the rate of 500 copies per minute, or 30,000 per hour; seven large cylinder presses (one of which is a two-color press) equipped with automatic feeders; two job presses

with automatic feeders; eight job presses—hand feed; one special card press that takes the stock from a roll and prints in three colors—punches several holes, trims, cuts off one corner of the cards and delivers them



MANAGER'S OFFICE







The Press Room, Printing Department

at the rate of 15,000 cards per hour; one special press for blank forms, which takes the stock from a roll, prints, punches, trims and delivers the finished forms at the rate of 5,000 per hour; one bronzing machine; two type setting and casting machines (one of which casts job type); one electrotpe saw and trimmer, two ruling machines, four cutting machines, one book trimmer, two book sewing machines, two wire stitchers, two numbering machines, one paging machine, one indexing machine, two punching machines, two perforating machines, two folding machines with automatic feed, two stamping presses, one hand and one power steel die press, one plate press, one rotary board cutter, and one book saw, each of which is equipped with the latest type of individual electric motor, and the rotary and cylinder presses are equipped with the Kohler multiple push-button system.

In addition to the foregoing will be found all the type, furniture, hand tools and other material that go to make up a well-equipped printing and binding establishment.

According to the Souvenir Bulletin printed and issued in 1897, the company's printed matter then required 1,000,000 pounds of paper—from which 45,324,878 forms or circulars were printed.

During the past year the Printing Department consumed 2,400,000 pounds of paper. It required 44,631,000 impressions of the presses to use up this paper in the production of 106,240,000 forms, circulars, booklets, etc., which does not include the calendars, nor THE METROPOLITANS distributed in Canada, nor large quantities of forms and other matter printed in the Dominion and on the Pacific Coast.



COMPOSING ROOM



JOB PRESS ROOM

Every issue of THE METROPOLITAN uses up a web of paper 2,134 miles long, which weighs 300,000 pounds. Ten thousand packing cases are required each year to ship THE METROPOLITAN to the various District Offices for distribution.



THE BINDERY

By a specially designed electrical device the manager of the department, sitting at his desk on the sixth floor, may know at a glance what presses and machines are in operation all over the building. During the busy months there are 125 employes, and the department does all the printing, blank books, etc., required by the Home Office and field force. The department is not only a great convenience, but is the source of a saving of many thousands of dollars annually.

The Mail Division

The Mail Division is on the first floor, with entrance direct from Twenty-fourth Street. Twenty-nine clerks are employed in this division. While "P. O. Box No. 1, Madison Square Station" is the designation on much of the mail matter received by the company, as a matter of fact no mail ever reaches the box, and no post-office box ever constructed would hold a thousandth part of the company's postal matter. Before the establishment of a branch post-office in the Metropolitan Building, the company was obliged to have its own horse and wagon to carry mail to and from the General Post-Office, and has despatched this way in a single day forty-five sacks of mail matter.

The Government has few better customers than the Metropolitan, the annual postage on its incoming and outgoing mail representing an expenditure of over \$125,000.

As soon as the mail bags are received in the Mail Division, their contents are dumped on large tables and the entire force sorts it by divisions. All incoming mail from the company's field representatives is enclosed in envelopes bearing some special designation. In order to facilitate the rapid sorting of the mail in this division and to still further



expedite the work, superintendents are furnished with envelope envelopes, on which a hand-penned name or check will designate the destination for which the enclosed is intended. Envelope not having any special designation is opened in the division, the contents are examined, and deposited in the proper basket.

There are in this division four hydraulic presses by which letters were formerly pressed. The company gave up, however, some years ago the business of making letter-press copies of correspondence. Correspondence of all correspondence are now made on the typewriter. Instead of correspondence being to other correspondence on the same subject and then that is the case, the correspondence first being copied on the typewriter, being in such a manner that it can readily be located at any given time.

The last, of course, to the discarding of an invention formerly used in the Mail Division—the electric dryer. When letters were copied, it was necessary to dry them before they were put in envelopes to prevent their spoiling other mail matter, and copy books of which 3,000 pages were used every two days—were dried in the heater in order that the pages should not mildew.

While there may ~~not~~ ^{be} insinuations at the time the practice of copying letters in a copy book was discontinued, several years experience has shown the wisdom of the change and has long furnished where carbon copies of Home Office letters have not been available.

Another departure from old-fashioned methods which the company was obliged to take a few years ago was the destruction of unused evidence. Up to the year 1880 every letter received at the Home Office was placed in the files, the result was such an accumulation that the company could not provide the space necessary for the filing. Many hundred employees were set at work reading the accumulated correspondence, with instructions to destroy all unimportant letters. Under this plan over 1,000,000 letters were consigned to the waste-basket. Heads of all divisions are in the present day given authority to discriminate as to what is to be kept or destroyed.

There is also the case of the destruction of correspondence. Some of the correspondence of the company has been destroyed of which the company is not aware.

expedite the work, superintendents are furnished with enclosure envelopes, on which a lead-pencil cross or check will designate the subdivision for which the enclosure is intended. Envelopes not bearing any special designation are opened in the division, the contents rapidly scanned, and deposited in the proper basket.

There are in this division four hydraulic presses on which letters were formerly copied. The company gave up, however, several years ago, the practice of making letter-press copies of correspondence; carbon copies of all correspondence are now made on the typewriter, fastened in chronological order to other correspondence on the same subject and then filed in box files, the correspondence first being noted on the company's books in such a manner that it can readily be located at any future time.

This led, of course, to the discarding of an invention formerly used in the Mail Division—the electric dryer. When letters were copied, it was necessary to dry them before they were put in envelopes, to prevent their spoiling other mail matter, and copy books—of which 3,000 pages were used every two days—were dried in the heater, in order that the pages should not mildew.

While there may have been some misgivings at the time the practice of copying letters in a copy book was discontinued, several years' experience has shown the wisdom of the change, no case being recorded where carbon copies of Home Office letters have not been available.

Another departure from old-fashioned methods which the company was obliged to take a few years ago was the destruction of correspondence. Up to the year 1900 every letter received at the Home Office was placed in the files; the result was such an accumulation that the company could not provide the space necessary for the filing. Many hundred employes were set at work reading the accumulated correspondence, with instructions to destroy all unimportant letters. Under this plan over 1,000,000 letters were consigned to the waste-basket. Heads of all divisions are at the present time given authority to discriminate as to whether letters shall be filed or destroyed.

Between six and seven thousand envelopes leave the Mail Room daily, enclosing probably five times that number of special communications.

Opening from the Mail Room is the entrance to one of the small freight elevators running continually during business hours, and used solely for carrying mail and printed matter between the different divisions. In addition to this, there is a special messenger service in operation, making half-hour trips to all sections and divisions of the building, for the collection and distribution of mail matter.

Filing Section

All the applications for insurance, correspondence, claim papers and books of record connected with the Industrial Department are filed here, as well as claim papers of the Ordinary Department.

This section has a card index of all the agents at any time in the company's service, which contains over 260,000 cards, and another card index of every city, town and village in which one of its agents does business. All the applications for Industrial insurance are sent to the numbering room in this section to be numbered consecutively by machine after having been passed by the medical examiners, and are then sent to the different Policy Divisions where the policies are written.

The applications are finally sent to this section again to be placed on file, arranged in numerical order. The number at present in the files exceeds 32,000,000, any one of which can be obtained at a moment's notice by furnishing the policy number.

The clerks in this section take from the filing boxes for changes of various kinds about 75,000 applications per week, and refile them again, in addition to filing those for the new policies—handling, therefore, nearly 200,000 applications per week.

All the ledgers in which accounts of the agents have been kept, are here on file and number about 1,500. These being too bulky to send around the building, clerks are kept in this division to furnish particulars from the books regarding the records of former agents.

There are also arranged in numerical order papers and documents of various kinds, including millions of receipts for dividends paid to policy-holders, and paid checks, any one of which can be produced at short notice upon receipt of a requisition.

Here also are on file books containing the record of every policy that at any time appeared in force in *any* agent's account, since the company first entered the field of Industrial insurance. The volumes,





The Filing Section





An Aisle of Industrial Application Files, Filing Section





Building for Old Records, Palmer Avenue, Yonkers, N. Y.



each are 12x18 inches in size and 500 pages each. The volumes hardly ever get arranged in order because and work and matters consequently.

By means of the index the clerk in the Training Bureau thirty-four in number get down the agency in which any person is present in force or when absent for what reason and in which of the various accounts a person appeared when connected. Through this system, to the company has been succeeded in locating a missing volume of files of many of its employees.

Extensive trouble and care for these documents and books are maintained. Employees from other divisions are not allowed in the filing system. Written requisition must be made for an issue of books desired which is brought to the clerk and verified when returned.

Steel cases are used exclusively for filing most of which are subdivided for small boxes made to fit the articles to be filed. For applications alone there are 75,000 such boxes.

owing to the rapid accumulation of books and papers and the limitation of all the available space of the main office building, the

building, on Center Street in Chicago, N. Y., has a floor area of over 20,000 square feet and will provide for storage needs for many years.

The total space occupied by the company for filing alone exceeds 50,000 square feet, and its book filing plant is the largest in the world.

The Stenographic Bureau

The great number of industrial policies on the company's books necessitates a vast amount of correspondence to promptly handle same. There are over 200 stenographers. Seventy-five are stationed among the Executive and some of the larger divisions and the others are stenographers working at desks during the day.



FIGURE 1. A view of the filing system in the Stenographic Bureau.

VOLUMES



The Stenographic Bureau

which are 12x18 inches in size and of 500 pages each, now number nearly 34,000, arranged in order by weeks and years and numbered consecutively.

By means of this system the clerks in the Tracing Section (thirty-four in number) can locate the agency in which any policy is at present in force, or where, when, for what reason and in which of the agents' accounts a policy appeared when canceled. Through this system also the company has often succeeded in locating a missing relative or friend of one of its policy-holders.

To properly handle and care for these documents and books, 125 persons are employed. Employees from other divisions are not allowed in the Filing Section. Written requisition must be made for any paper or book desired, which is charged to the clerk and credited when returned.

Steel cases are used exclusively for filing, most of which are subdivided for small boxes made to fit the articles to be filed. For applications alone there are 75,000 such boxes.

Owing to the rapid accumulation of books and papers and the absorption of all the available space in the Home Office building, the company erected in 1907 a storage house for the overflow. This building, on Palmer Avenue in Yonkers, N. Y., has a floor area of over 20,000 square feet and will provide for storage needs for many years.

The total space occupied by the company for filing alone exceeds 50,000 square feet, and its steel filing plant is the largest in the world.



AGENTS' POLICY RECORDS IN FILING SECTION CONTAINED IN 34,000 VOLUMES

The Stenographic Bureau

The great number of Industrial policies on the company's books necessitates a vast amount of correspondence, to promptly handle which requires the services of over 200 stenographers. Seventy-five are distributed among the Executive and some of the larger divisions, but 125 are in the Stenographic Bureau. A clerk desiring to dictate

applies to the head of the bureau by telephone or electric annunciator and a stenographer is at once sent, returning to the bureau to transcribe the letters, which are later distributed by messenger for signatures. Two telephone booths are available for telegrams or short communications which would not warrant the visit of the stenographer to the office of the sender. Twenty-five phonographs are used for dictation in different divisions and the letters are transcribed in this bureau.

Experience has shown that more efficient service is secured at less expense by grouping the stenographers. Where individual stenographers are allotted to a clerk or division it is impossible to so regulate the correspondence that at times there will not be a dearth of work and at others more than can be promptly handled. Again, a stenographer continually taking dictation from one person or in one division cannot compare in general efficiency with one who comes in contact with many persons and with the work of many divisions.

The Supply Division

The Supply Division is situated in the basement, occupying an area of 10,000 square feet. The rows of shelves with piles of paper of all sizes and hues, the stack of boxes containing envelopes, the cupboards and drawers, are simply bewildering in variety and extent, yet every one of the over 3,000 forms stored here is needed for the

transaction of the business, and each must be carefully watched, so that there be no time when an unusual demand shall find the stock exhausted.

Supplies are shipped from this division direct to 884 Branch Offices. The number of packages leaving this division each year by express is almost 30,000, the cost to company for express charges alone being about \$20,000. Twenty-four thousand pounds of wrapping-paper and 2,700 balls of twine are used here in a year.



THE SUPPLY DIVISION

The Purchasing Agent's Division

The title clearly indicates the province of the Purchasing Agent's Division. All orders for printing, stationery, furniture, etc., pass through here. Elaborate account is kept from which can readily be determined the quantity of each article purchased, the number of each form printed, when, at what cost, and what became of them. Every agency office is charged on the books here with the cost of every article and form sent to it. If indication is given of extravagance, an explanation is at once called for.

To give some idea of the volume of the work of this department, there were ordered for the United States and Canada during the past year 111,530,000 forms, booklets, folders, calendars,

etc., consuming several hundred tons of paper of grades costing from two cents to thirty-five cents per pound; envelopes of various sizes, 10,850,000; in addition to these 1,000,000 government stamped envelopes were bought. There were purchased 450,000 blotters, 883 quarts of ink, 600 quarts of mucilage, 3,500,000 rubber bands, 200,000 pens, 5,000 penholders, 100,000 lead-pencils, 3,500 typewriter ribbons, 370,000 sheets of carbon paper, 1,000 rulers, 5,000,000 souvenir post-cards, 5,500,000 calendars and numberless other supplies in like quantity.

Another duty devolving upon the department is the keeping of an accurate record of all office furniture and fixtures in the one thousand Branch Offices of the company. In order that these records shall be up to date, an inventory is called for from every district annually; every item thereon is checked and any shortage or discrepancy immediately investigated.

During the past year there were shipped to the various offices 22,040,420 copies of THE METROPOLITAN, a bi-monthly paper issued by



THE PURCHASING AGENT'S DIVISION

the company, comprising thirty-three editions. Of the above, 1,062,000 papers were delivered in the Dominion of Canada.

Editions of this paper are issued in the English, German, French, Polish, Italian, Swedish, Bohemian, Hungarian, Dutch and Danish languages.

The Telephone Room

This is a complete central telephone office on a small scale. The switchboard has 972 drops, requiring four operators, and sixteen trunk lines connect with the nearest central station. The head of every division, and many of the subordinate clerks, have individual telephones, in addition to which there are several general phones in each division. The daily calls average over 2,500.



THE TELEPHONE ROOM

Pneumatic Tube Station

This is the centre for receiving and delivering the thousands of messages that are sent between the different departments and divisions of the company in the Home Office.

There are sixty-one pneumatic tubes in operation.

They have a combined length of over a mile. One extends under East Twenty-fourth Street into the Metropolitan Annex.

The motive power for their transmission is compressed air under a pressure of four and one-half pounds to the square inch.

About 5,000 messages pass through the tubes every day.



THE PNEUMATIC TUBE STATION





Clerks Exercising on the Roof of the Home Office Building







One of the Lunch Rooms





The Gymnasium



The Lunch and Recreation Rooms

The Lunch Rooms, which are located on the seventh and eighth floors of the Twentieth Century Street side of the building, are for the exclusive accommodation of the clerks employed for the company.

The seating capacity of the Kitchen Dining Room is about 100, and a small lunch is brought in each week. A staff of clerks are assigned to attend there and to take orders for different meals and to see to the service of the food.

To cater to such a large number of people as is usually made up of lunch is not modern equipment for kitchen, but some modern methods have been adopted. The kitchen, situated on the roof, is spacious, well ventilated and provided with everything that is modern for cooking purposes.

The Gymnasium for the use of the employees, is fitted with all the latest appliances in the gymnastic line. A physical instructor attends each afternoon to coach the clerks. One day in the week the Gymnasium is reserved for the women clerks. The employees are also allowed the use of a portion of the roof for recreation.

The smoking Hall, with a seating capacity of over 100, is used for recreation in the **World's A. S. T.** The layout of the Hall Office occupies an area allowed to use the Hall for various purposes. It is used daily as a recreation room for the working staff.

Basement Seen from Observation Gallery

In the basement is the mechanical part of the business building, heating, ventilation, plumbing, painting and painting, all in the hands of competent men and women, and under the supervision of the Metropolitan.

From the main floor a short flight brings visitors to the Observation Gallery, a platform entirely surrounded by plate glass, permitting a fair view of the main Engine Room, with its working units; but it requires a survey of the other portions to form a proper conception of the plant in the aggregate.

The Boiler Room, with its generators of 5,000 horse-power capacity, exhibits the same practice in the selection of type, each unit being equipped with a number of the individual class.

Every machine receives attention by a continuous record of its work, and the observation being recorded on a chart.



The Assembly Hall

The Lunch and Recreation Rooms

The Lunch Rooms, which are located on the eleventh and twelfth floors of the Twenty-fourth Street side of the building, are for the exclusive accommodation of the clerks employed by the company.

The seating capacity of the Lunch Rooms is about 1,500, and a noon lunch is served to 2,600 clerks, 1,500 of whom are women. In addition there are Lunch Rooms for division heads and for the executive officers.

In order to handle such a large number of people in a limited space of time, the most modern equipments for kitchen, bake-shop, serving pantries, etc., have been adopted. The kitchen, situated on the roof, is spacious, well ventilated and provided with everything that is modern for cooking purposes.

The Gymnasium, for the use of the employes, is fitted with all the latest appliances in the gymnastic line. A physical instructor attends each afternoon to coach the clerks. One day in the week the Gymnasium is reserved for the women clerks. The employes are also allowed the use of a portion of the roof for recreation.

The Assembly Hall, with a seating capacity of over 1,000, is used for conventions of the field force. Any of the tenants of the Home Office building are also allowed to use the hall for business meetings. It is used daily as a recreation room by the women clerks.

Basement Seen from Observation Gallery

In the basement is the mechanical end of the business—heating, lighting, carpentry, plumbing, painting and masonry, all in the hands of competent mechanics who devote their entire time to the Metropolitan.

From the arcade a short flight brings visitors to the Observation Gallery, a platform entirely surrounded by plate glass, permitting a fair view of the main Engine Room, with its working units; but it requires a survey of the other portions to form a proper conception of the plant in the aggregate.

The Boiler Room, with its generators of 3,000 horse-power capacity, embodies the latest practice in the selection of type, each unit being equipped with superheaters of the individual class.

Furnace management receives attention by a continuous record of analysis of the flue gases, each observation being recorded on a chart

in plain view of the stokers, showing at all times the measure of efficiency of the fuel in its process of generating steam for the entire plant.

Daily records are kept of all the composite features connected with

the various services and the power demanded for each. The plant, in its administrative workings, has kept pace with the recognized methods of recording amounts, data and all necessary information pertaining to a department of this class and magnitude.

The workings of the entire plant are graphically shown on a large board, with colored lines to distinguish each individual service. The character, extent and daily power output, together with its relation to the coal pile, is interestingly shown.

The illustration of the main Engine Room conveys some idea of the symmetrical features of the plant. The power required for the buildings embraces the handling of enormous elevator traffic, lighting, heating,

ventilating, refrigerating, pneumatic and other services; also the operating of the tubular despatch of the United States mail, to and from the General Post Office and distributing stations in various parts of the city.

Among features commanding interest are the gigantic pumps, delivering a water supply at a working pressure of 800 pounds per square inch, for the operation of the elevator machines. The character of this particular service, together with



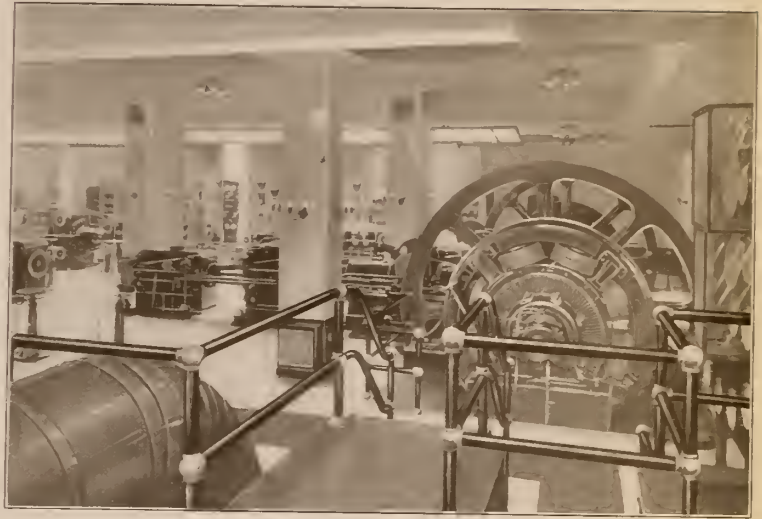
THE BOILER ROOM



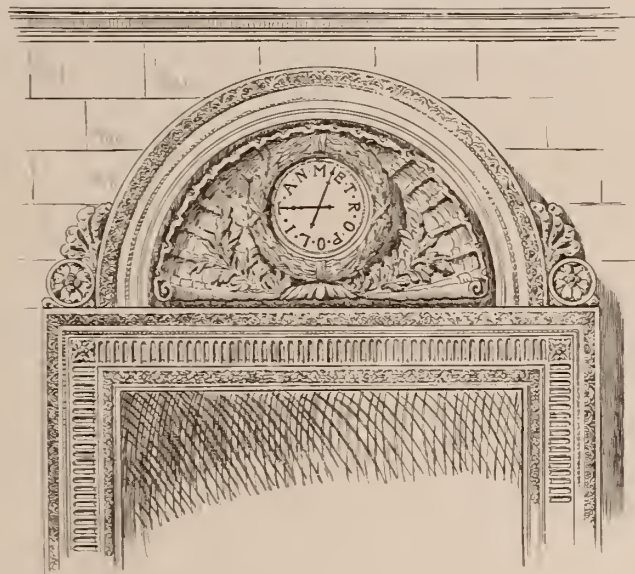
BOARD IN CHIEF ENGINEER'S ROOM WITH DAILY RECORD OF EACH INDIVIDUAL SERVICE

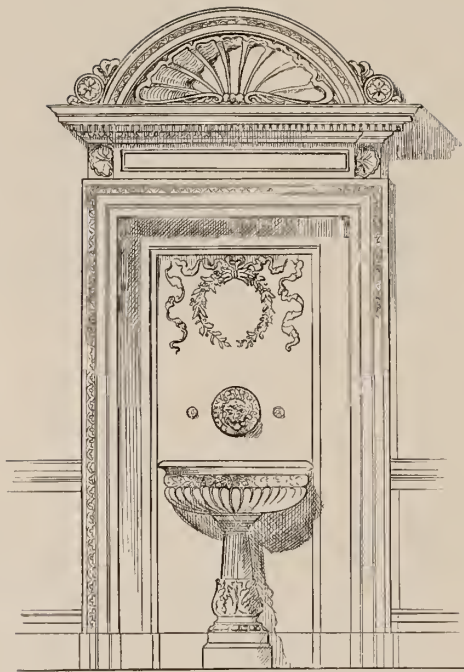
the make-up of its parts to sustain the working pressure, offers an excellent example of progressive engineering, being an interesting field to the student and professional in its application to the moving parts. The accumulators, ascending and descending with their gross weight of 760 tons, reflect the varying amount of traffic of the several groups of elevators connected to the system.

Drinking water for the employes is cooled here artificially by hydrous ammonia, and then pumped to all the different rooms in the building, there being neat silver faucets with marble shelves in all the divisions, the system saving the handling of ice and the carrying of water for filling tanks.



THE ENGINE ROOM





WORLD



ST. LOUIS, (ST. LOUIS, S.)



CHICAGO, ILL.



BURLINGTON, VT.



BALTIMORE, MD.



OTTAWA, CAN.



WASHINGTON, D.C.



QUEBEC, CAN.



BOSTON, MASS.



ST. LOUIS (ST. LOUIS, N.)



CLEVELAND, O.



BALTIMORE, MD.



District Office Buildings





The Pacific Coast Head Office, San Francisco, California

Pacific Coast Head Office

THE Metropolitan commenced business on the Pacific Coast in 1901. Realizing the difficulties attending the transaction of business with policy-holders and agents more than three thousand miles away, a fully equipped branch Home Office, in charge of an executive officer, was established at San Francisco. This office, as we believe, is the only one of its kind maintained by a life insurance company in the world. Through it all the company's business west of the Rocky Mountains is handled without reference to the Home Office in New York.

The plan of operating a separate and local executive office to serve a distant community has proven a great success. The business on the Pacific Coast has grown so rapidly, that during 1907 the business handled by the Pacific Coast Head Office exceeded in volume that of two-thirds of the life insurance companies doing business in the United States; its Industrial premium income is exceeded by only four Industrial insurance companies besides the Metropolitan.

In April, 1906, the disaster which overwhelmed San Francisco completely destroyed the Pacific Coast Head Office with practically all its large accumulation of original records. The loss appeared to be irreparable, especially when taken in connection with the destruction also of the District Office located in another part of the city and containing duplicates of many of the records. The history of the life insurance business does not afford another example of complete destruction of an executive office; but the undaunted spirit of the people of San Francisco in the face of the great calamity is well illustrated in the action of the company's representatives. Within seventy-two hours after the earthquake and before the fire had ceased burning, the largest floor space left intact in the city had been leased for two years and the Pacific Coast Head Office was opened for business. Telegraphic communication with New York was opened up on the eighth day, and on the following day two special express cars left New York loaded with equipment. On the eighth day, also, payment of death claims was begun, with money secured by

messenger from Los Angeles. On the fourteenth day the new equipment arrived from New York and the office resumed, as nearly as possible, its customary course of business.

The destruction of the Pacific Coast Head Office, with its mass of invaluable records, brought sharply to the attention of the company the necessity of possessing in San Francisco a fireproof home of its own, through which protection from future loss might be had. It was therefore decided, in 1907, to erect a building for the sole use of the Head Office.

This building is located at the northeast corner of Pine and Stockton Streets, on a lot $137\frac{1}{2}$ feet square, having two main floors and a basement, eighty feet square, and is surrounded by terraced parking. The style is severely classic, consisting of six columns in antis of the Ionic order on each of the four fronts, extending through two stories. The main entrance on Stockton Street is reached by a broad flight of steps.

The plot is a characteristic hilltop of the neighborhood, commanding an extended view of the city and bay. Taken together with the classical Greek architecture of the building, it has been aptly compared with the Acropolis.

The building is planned to meet the future growth of the company as well as present needs. It is of the highest type of fire and earthquake proof construction, and not only a permanent landmark in the city, but undoubtedly one of the most beautiful buildings on the western side of the continent.

Offices in Other Cities

In addition to the Home Office building, the Pacific Coast Head Office, the Metropolitan Annex and the storage house already referred to, the company owns buildings, in which its Branch Offices are located, in Minneapolis, Chicago, St. Louis, Washington, Boston, Baltimore, Cleveland, Burlington, Vt., and in Ottawa and Quebec, Canada.



MINNEAPOLIS BUILDING

Specimen Policies

INDUSTRIAL

ORDINARY

INTERMEDIATE



INDUSTRIAL RATES ARE BASED UPON THE COMPANY'S OWN MORTALITY EXPERIENCE WITH AN EXPOSURE OF 48,508,562 YEARS OF LIFE. INTERMEDIATE RATES ARE ALSO BASED ON THE COMPANY'S EXPERIENCE, WITH AN EXPOSURE OF 819,833 YEARS OF LIFE. EXPERIENCES IN BOTH DEPARTMENTS ADOPTED AS STANDARDS FOR VALUATION OF INDUSTRIAL AND INTERMEDIATE POLICIES BY THE STATE OF NEW YORK



METROPOLITAN



HOME OFFICE:
NEW YORK CITY.

Life Insurance Company,

INCORPORATED AS A STOCK COMPANY
BY THE STATE OF NEW YORK

In Consideration of the payment of the premium mentioned in the schedule below, on or before each Monday, Doth hereby Agree, subject to the conditions below and on page 2 hereof, each of which is hereby made a part of this contract and contracted by the assured to be a part hereof, to pay upon receipt of proofs of the death of the insured made in the manner, to the extent and upon the blanks required herein, and upon surrender of this Policy and all Receipt Books, the amount stipulated in said schedule. Provided, however, that no obligation is assumed by the Company prior to the date hereof, nor unless on said date the insured is alive and in sound health. The Company may pay the amount due under this Policy to either the beneficiary named below or to the executor or administrator, husband or wife, or any relative by blood or connection by marriage of the insured, or to any other person appearing to said Company to be equitably entitled to the same by reason of having incurred expense on behalf of the insured, or for his or her burial; and the production of a receipt signed by either of said persons shall be conclusive evidence that all claims under this Policy have been satisfied.

Name of beneficiary and relationship to the insured,

Elizabeth Harrison, mother.

SCHEDULE ABOVE REFERRED TO.

Number of Policy	Date	Name of the Insured
Sample	January 1, 1908	James Henry Harrison
Age next birthday,	Weekly premium	Amount of insurance
35 years	10 cents	\$122

One-half only of the above sum payable if death occur within six calendar months from date, and the full amount if death occur thereafter.

In Witness Whereof, the said Metropolitan Life Insurance Company has, by its President and Secretary, signed and delivered this Policy on the date named in the said schedule.

Adult Whole Life.
Paid up at age 75.
Non-Participating.
Form 844. Ed. 1-1907.

James C. Roberts

Secretary.

John H. Morgan

President

CONDITIONS.

If the age of the insured is not correctly stated herein, no greater amount will be paid than the premium hereon would have purchased at the true age at entry.

Except where the laws of the State in which the insured resides on the date hereof provide otherwise, no suit shall be brought against the Company after one year from the date of death of the insured. If any suit be commenced after one year, the lapse of time shall be conclusive evidence against any claim, the provisions of any and all statutes of limitation to the contrary notwithstanding.

This Policy is issued upon an application which omits the warranty usually contained in applications, and contains the entire agreement between the Company and the insured and the holder and owner hereof. Its terms cannot be changed or its conditions varied, except by a written agreement, signed by the President or Secretary of the Company. Therefore, Agents (which term includes Superintendents and Assistant Superintendents) are not authorized and have no power to make, alter or discharge contracts, waive forfeitures, or receive premiums on Policies in arrears more than four weeks, or to receipt for the same in the Receipt Book, and all such arrears given to an Agent shall be at the risk of those who pay them, and shall not be credited upon the Policy, whether entered in the Receipt Book or not.

If this Policy be assigned or otherwise parted with, or if any erasure or alteration be made herein, except by endorsement signed by the Secretary; or if any premium shall not be paid when due, this Policy shall be void. And it is agreed that the foregoing provision which avoids the Policy in case any premium shall be overdue, shall not be considered in any respect waived by any act of grace by the Company in the acceptance of overdue premiums upon this or any other Policy.

Unless otherwise stated in the blank space below in a waiver signed by the Secretary, this Policy is void if the insured before its date has been rejected for insurance by this or any other company, or has been attended by a physician for any serious disease or complaint; or has had before said date any pulmonary disease, or chronic bronchitis, or cancer, or disease of the heart, liver or kidneys; or if any Policy on the life of the insured has been issued by this Company and is in force at the date hereof, unless this Policy contains an endorsement signed by the Secretary that such prior Policy may be in force. The Company shall not be presumed or held to know of the existence of any previous Policy, and in such case the issue of this Policy shall not be deemed a waiver of this condition.

If this Policy is or shall become void, all premiums paid shall be forfeited to the Company, except as provided on page 3.

Proofs of death under this Policy shall be made upon blanks to be furnished by the Company and shall contain answers to each question propounded to the claimant, physicians and other persons, and shall contain the record, evidence and verdict of the Coroner's inquest, if any be held. All the contents of such proofs of death shall be evidence of the facts therein stated in behalf of, but not against the Company.

Wherever in this Policy the words "the insured" are used, reference is thereby made to the person upon whose life the Policy is issued. The Rules in your Premium Receipt Book are most important; read them carefully, also read your Policy.

Note.—If claim arises, claimant should personally call at District Office designated on the Premium Receipt Book. Do not employ undertaker or anybody else to collect. Pay neither doctor, undertaker nor agent for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

Privileges and Concessions to Policy-Holders.

OPTION TO SURRENDER WITHIN TWO WEEKS. If the terms of this Policy are not satisfactory or if its conditions are not accepted and agreed to, the Policy may be surrendered for cancellation at the office of the Superintendent of the district (his address appears on the Premium Receipt Book covering this Policy), within two weeks from the date hereof; and if so surrendered within said period, the premiums paid hereon will be refunded.

CESSATION OF PREMIUM PAYMENTS. Should the insured survive to the first anniversary of date of this Policy after age seventy-four, no further payment of premiums will be thereafter required.

INCONTESTABILITY. This Policy shall be incontestable after two years, except for fraud or misstatement of age.

GRACE PERIOD. Should the death of the insured occur while any premium is in arrears not exceeding four weeks, the Company will nevertheless pay the Policy, subject to its conditions.

REVIVAL. Should this Policy become void in consequence of non-payment of premium, it may be revived, if not more than fifty-two premiums are due, upon payment of all arrears and the presentation of evidence satisfactory to the Company of the sound health of the insured.

CHANGE OF BENEFICIARY. Subject to the approval of the Company, the insured, at any time during the continuance of this Policy, provided the Policy be not then assigned, may change the beneficiary or beneficiaries, by written notice to the Company at its Home Office, accompanied by this Policy, such change to take effect on the endorsement of the same on the Policy by the Company. After endorsement the Policy will be returned.

FREE POLICY. After premiums upon this Policy have been fully paid for the periods named in the table below, upon written application to the Company, within thirteen weeks after any premium shall be due and unpaid, made upon blanks furnished by the Company, accompanied by the surrender of this Policy and all Receipt Books, the Company will issue a **Free Policy**, upon which no further payment of premium shall be required, in accordance with the following table:

3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
\$3	\$5	\$7	\$9	\$10	\$12	\$14	\$15	\$17	\$18	\$19	\$21	\$22	\$23	\$24	\$26	\$27	\$34

CASH SURRENDER VALUE. After premiums upon this Policy have been fully paid for the periods named in the table below, upon written application to the Company, within thirteen weeks after any premium shall be due and unpaid, made upon blanks furnished by the Company, accompanied by the surrender of this Policy and all Receipt Books, the Company will pay a Cash Surrender Value in accordance with the following table:

10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
\$7.57	\$8.43	\$9.30	\$10.20	\$11.10	\$12.03	\$12.97	\$13.92	\$14.89	\$15.87	\$21.07

Note.—The two tables above are based on a weekly premium of five cents. The values of this Policy are proportionate to the premium. If the premium is ten cents the values should be doubled. If twenty-five cents they should be multiplied by five, and so on. Values for subsequent years will be furnished on request.

EXTENDED INSURANCE. If neither of the above concessions providing for Free Policy or Cash Surrender Value is availed of, this Policy, after premiums shall have been paid for three years or more, will, without any action on the part of the insured, be eligible for Extended Insurance.



(Incorporated as a Stock Company by the State of New York)

1 MADISON AVENUE



NOTICE TO POLICY-HOLDERS.

THE HOLDER OF THIS POLICY WHILE IT REMAINS IN FORCE, AFTER ONE YEAR FROM ITS DATE, WILL HAVE A RIGHT TO VOTE EITHER IN PERSON OR BY PROXY OR BY MAIL AT THE ELECTION OF DIRECTORS OF THE COMPANY, WHICH IS HELD IN NEW YORK ON THE SECOND TUESDAY IN APRIL EACH YEAR. FOR PARTICULARS HOW TO VOTE, APPLY TO THE SECRETARY, NO. 1 MADISON AVENUE, NEW YORK CITY

LIFE POLICY

Payment of premium ceases on first anniversary of date of issue after insured reaches age 74.

Metropolitan Life Insurance Company,

Limited Payment Life
20 Years
 Age 35 Amount \$ 10,000
 Annual Premium \$ 308 ³⁰/₁₀₀

No. Sample A

In Consideration

of the _____ annual premium of Three Hundred and Eight and ³⁰/₁₀₀ Dollars,
 and of the payment of a like amount upon each First day of January
 hereafter until 20 full years' premiums shall have been paid or until the prior death of the Insured,

Promises to pay

at the Home Office of the Company in the City of New York upon receipt at said Home Office of due proof
 of the death of Howard Harriman,
 of New York, County of New York, State of New York,
 herein called the Insured, Ten Thousand Dollars
 less any indebtedness hereon to the Company and any unpaid portion of the premium, for the then current
 policy year upon surrender of this Policy, properly receipted, to Margaret Harriman
wife of the Insured beneficiary 4, with out right of revocation.

Change of Beneficiary.—When the right of revocation has been reserved, or in case of the death of any beneficiary under either a revocable or irrevocable designation, the Insured, if there be no existing assignment of the Policy made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—The Company will accept payment of premiums at other times than as stated above, as follows

Except as herein provided the payment of a premium or instalment thereof shall not maintain the Policy in force beyond the date when the next premium or instalment thereof is payable.

All premiums are payable in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty days, subject to an interest charge at the rate of five per centum per annum shall be granted for the payment of every premium after the first year during which time the insurance shall continue in force. If death occur within the days of grace the unpaid portion of the premium for the then current Policy year shall be deducted from the amount payable hereunder.

Conditions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless written permission from the Secretary of the Company be first obtained. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

Incontestability.—This Policy shall be incontestable, except for non-payment of premiums, two years from its date.

If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Amount of Insurance Payable
at Death

Premiums Payable for 20 Years
or until Prior Death

Non-Participating

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Loans.—The Company at any time will advance upon the sole security of this Policy at a rate of interest not greater than five per centum per annum, a sum not exceeding the amount specified in the table of loan values herein set forth, deducting therefrom all other indebtedness hereon to the Company. Failure to repay any such advance or interest shall not avoid this Policy unless the total indebtedness hereon to the Company shall equal or exceed eighty per centum of the net value of the Policy, and thirty days' notice shall have been given by the Company.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be filed with the Company at its said Home Office. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—After this Policy shall have been in force three full years it may be surrendered by the owner at any time prior to any default or within three months after any default. Thereupon,

(1) If there be no indebtedness hereon to the Company, the owner may elect either (a) to continue the insurance in force for its face amount without participation, and without the right to loans; or, (b) to purchase non-participating paid-up life insurance payable at the same time and on the same conditions as this Policy. The periods for which the insurance will be continued and the amounts of paid-up life insurance which will be allowed, are shown in the table of surrender values herein set forth.

TABLE OF LOAN AND SURRENDER VALUES.

AFTER POLICY HAS BEEN IN FORCE	LOAN VALUE	PAID-UP LIFE INSURANCE	PAID-UP CONTINUED INSURANCE		
			YEARS	MONTHS	DAYS
3	\$ 370	\$ 1,240	4	2	0
4	\$ 580	\$ 1,650	6	8	0
5	\$ 810	\$ 2,050	9	2	0
6	\$ 1,050	\$ 2,510	11	6	0
7	\$ 1,290	\$ 3,020	13	8	0
8	\$ 1,540	\$ 3,530	15	6	0
9	\$ 1,800	\$ 4,030	17	2	0
10	\$ 2,080	\$ 4,550	18	7	0
11	\$ 2,360	\$ 5,060	19	10	0
12	\$ 2,650	\$ 5,570	20	10	0
13	\$ 2,950	\$ 6,070	21	10	0
14	\$ 3,270	\$ 6,570	22	9	0
15	\$ 3,600	\$ 7,070	23	7	0
16	\$ 3,930	\$ 7,560	24	6	0
17	\$ 4,280	\$ 8,060	25	5	0
18	\$ 4,650	\$ 8,660	26	7	0
19	\$ 5,050	\$ 9,320	28	1	0
20	\$ 5,540	\$ 10,000	LIFE		
Years					

Values for later years will be computed on the same basis and be furnished upon request.

(2) If there be an indebtedness hereon to the Company, it shall be deducted from the amount which otherwise would be applicable as a surrender value to the purchase of temporary insurance for the period aforesaid, and the owner may elect either to have the remainder applied (a) to continue the insurance in force without participation and without the right to loans for the face amount of this Policy, less the indebtedness, or (b) to purchase a proportionate amount of non-participating paid-up life insurance.

If in the event of any default in the payment of premium or otherwise, after the Policy shall have been in force three full years, the owner shall not exercise either of said options within three months after such default, the insurance shall be continued as provided by option (a) in either paragraph (1) or (2).

In any case of continued temporary insurance under any of the above provisions this Policy upon evidence satisfactory to the Company of insurability may be reinstated within the first three years of the term for which the insurance is continued by payment of arrears of premiums and of whatever indebtedness hereon to the Company existed at the date of surrender or default, with interest at a rate not exceeding five per centum per annum.

Modes of Settlement.—The Insured or the owner or the beneficiary after the Insured's death, in case the Insured shall have made no election, may by written notice to the Company at its Home Office, elect to have the net sum payable under this Policy upon the death of the Insured paid either in cash or as follows:

(1) By the payment of an annuity equal to three per centum of such net sum payable at the end of each year during the lifetime of the beneficiary, and by the payment upon the death of the beneficiary of the said net sum, together with any accrued portion of the annuity for the year then current, unless otherwise directed in said notice, to the beneficiary's legal representatives or assigns.

(2) By the payment of equal annual instalments for a specified number of years, the first instalment being payable immediately, in accordance with the following table for each one thousand dollars of said net sum.

(3) By the payment of equal annual instalments payable at the beginning of each year for a fixed period of twenty years and for so many years longer as the beneficiary shall survive, in accordance with the following table for each one thousand dollars of said net sum.

Any instalments payable under (2) or (3) which shall not have been paid prior to the death of the beneficiary shall be paid, unless otherwise directed in said notice, to the beneficiary's legal representatives or assigns.

When any option calling for annual payments is elected, this Policy shall be surrendered upon its maturity and a supplementary non-participating contract shall be issued for the option elected.

Unless otherwise specified by the owner or by the beneficiary in making such election, the beneficiary may at any time surrender the contract guaranteeing the payment of instalments, for the commuted value of the payments yet to be made, computed upon the same basis as option (2) in the following table; provided that no such surrender and commutation will be made under option (3), except after the death of the beneficiary occurring within the aforesaid twenty years:

TABLE OF INSTALMENTS FOR EACH \$1,000.

OPTION (2)				OPTION (3)					
Number of Annual Instalments	Amount of Each Instalment	Number of Annual Instalments	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment
1	\$1000.00	11	\$104.92	10	\$39.52	30	\$44.98	50	\$56.60
2	507.39	12	97.53	11	39.70	31	45.39	51	57.30
3	343.23	13	91.29	12	39.89	32	45.82	52	57.99
4	261.19	14	85.94	13	40.08	33	46.27	53	58.66
5	211.99	15	81.32	14	40.28	34	46.74	54	59.33
6	179.22	16	77.29	15	40.49	35	47.23	55	59.97
7	155.83	17	73.74	16	40.71	36	47.73	56	60.58
8	138.30	18	70.59	17	40.94	37	48.26	57	61.17
9	124.69	19	67.78	18	41.18	38	48.80	58	61.72
10	113.81	20	65.25	19	41.43	39	49.36	59	62.23
				20	41.69	40	49.95	60	62.71
				21	41.96	41	50.55	61	63.15
				22	42.24	42	51.17	62	63.54
				23	42.53	43	51.80	63	63.89
				24	42.84	44	52.46	64	64.19
				25	43.16	45	53.12	65	64.45
				26	43.49	46	53.81	66	64.67
				27	43.84	47	54.50	67	64.85
				28	44.21	48	55.19	68 ^{and over}	65.00
				29	44.59	49	55.89		

No person except an Executive Officer of the Company as aforesaid has power to modify, or in event of lapse to reinstate, this Policy or to extend the time for paying a premium.

In Witness Whereof, the Company has caused this Policy to be executed this First day of January, 1908.

Sample Policy.



J. M. McGowan
President

NOTICE TO POLICY-HOLDER

Payments are invalid unless

made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

The Company's agents have no authority

to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

Privilege of voting for Directors.

The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

Notify the Home Office, 1 Madison Avenue, New York City, of any change in your address, and give the Policy number in any communication to the Company.

*The Metropolitan
Life Insurance
Company.*

NEW YORK

Number

Sample. *A*

Limited Payment Life

20 Years

Insurance on the Life of

Howard Harriman

New York, N.Y.

Amount \$ 10,000

Annual Premium \$ 308 ³⁰/₁₀₀

Date of Policy

January 1st 1903.

Agent Sample.

Metropolitan Life Insurance Company,

Limited Payment Life

20 YearsAge 40 Amount \$ 500Annual Premium \$ 20 ⁵⁶/₁₀₀No. Sample C

In Consideration

of the _____ annual premium of _____ Twenty and ⁵⁶/₁₀₀ Dollars,
and of the payment of a like amount upon each _____ First day of _____ January _____
_____ hereafter until 20 full years' premiums shall have been paid or until the prior death of the Insured.

Promises to pay

at the Home Office of the Company in the City of New York upon receipt at said Home Office of due proof
of the death of _____ James E. Simpson _____,
of _____ New York _____, County of _____ New York _____, State of _____ New York _____,
herein called the Insured, _____ Five Hundred _____ Dollars
less any indebtedness hereon to the Company and any unpaid portion of the premium, for the then current
policy year upon surrender of this Policy, properly receipted, to _____ Catherine A. Simpson _____
_____ wife of the Insured _____ beneficiary 4 _____, with out right of revocation.

Change of Beneficiary.—When the right of revocation has been reserved, or in case of the death of any beneficiary under either a revocable or irrevocable designation, the Insured, if there be no existing assignment of the Policy made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—The Company will accept payment of premiums at other times than as stated above, as follows

Except as herein provided the payment of a premium or instalment thereof shall not maintain the Policy in force beyond the date when the next premium or instalment thereof is payable.

All premiums are payable in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty days, subject to an interest charge at the rate of five per centum per annum shall be granted for the payment of every premium after the first year during which time the insurance shall continue in force. If death occur within the days of grace the unpaid portion of the premium for the then current Policy year shall be deducted from the amount payable hereunder.

Conditions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless written permission from the Secretary of the Company be first obtained. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

Incontestability.—This Policy shall be incontestable, except for non-payment of premiums, two years from its date.

If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Amount of Insurance Payable
at Death

Premiums Payable for 20 Years
or until Prior Death

Non-Participating

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Loans.—The Company at any time will advance upon the sole security of this Policy at a rate of interest not greater than five per centum per annum, a sum not exceeding the amount specified in the table of loan values herein set forth, deducting therefrom all other indebtedness hereon to the Company. Failure to repay any such advance or interest shall not avoid this Policy unless the total indebtedness hereon to the Company shall equal or exceed eighty per centum of the net value of the Policy, and thirty days' notice shall have been given by the Company.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be filed with the Company at its said Home Office. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—After this Policy shall have been in force three full years it may be surrendered by the owner at any time prior to any default or within three months after any default. Thereupon,

(1) If there be no indebtedness hereon to the Company, the owner may elect either (a) to continue the insurance in force for its face amount without participation, and without the right to loans; or, (b) to purchase non-participating paid-up life insurance payable at the same time and on the same conditions as this Policy. The periods for which the insurance will be continued and the amounts of paid-up life insurance which will be allowed, are shown in the table of surrender values herein set forth.

TABLE OF LOAN AND SURRENDER VALUES.

AFTER POLICY HAS BEEN IN FORCE	LOAN VALUE	PAID-UP LIFE INSURANCE	PAID-UP CONTINUED INSURANCE		
			YEARS	MONTHS	DAYS
3	\$ 27	\$ 64	3	10	0
4	\$ 40	\$ 84	5	7	0
5	\$ 54	\$ 106	7	1	0
6	\$ 68	\$ 131	8	5	0
7	\$ 83	\$ 156	9	8	0
8	\$ 98	\$ 181	10	9	0
9	\$ 113	\$ 206	11	10	0
10	\$ 129	\$ 230	12	9	0
11	\$ 146	\$ 255	13	7	0
12	\$ 163	\$ 279	14	5	0
13	\$ 180	\$ 303	15	2	0
14	\$ 198	\$ 328	16	0	0
15	\$ 217	\$ 352	16	9	0
16	\$ 236	\$ 377	17	8	0
17	\$ 256	\$ 402	18	7	0
18	\$ 277	\$ 429	19	10	0
19	\$ 300	\$ 464	21	6	0
20	\$ 329	\$ 500	LIFE		
Years					

Values for later years will be computed on the same basis and be furnished upon request.

(2) If there be an indebtedness hereon to the Company, it shall be deducted from the amount which otherwise would be applicable as a surrender value to the purchase of temporary insurance for the period aforesaid, and the owner may elect either to have the remainder applied (a) to continue the insurance in force without participation and without the right to loans for the face amount of this Policy, less the indebtedness, or (b) to purchase a proportionate amount of non-participating paid-up life insurance.

If in the event of any default in the payment of premium or otherwise, after the Policy shall have been in force three full years, the owner shall not exercise either of said options within three months after such default, the insurance shall be continued as provided by option (a) in either paragraph (1) or (2).

In any case of continued temporary insurance under any of the above provisions this Policy upon evidence satisfactory to the Company of insurability may be reinstated within the first three years of the term for which the insurance is continued by payment of arrears of premiums and of whatever indebtedness hereon to the Company existed at the date of surrender or default, with interest at a rate not exceeding five per centum per annum.

Modes of Settlement.—The Insured or the owner or the beneficiary after the Insured's death, in case the Insured shall have made no election, may by written notice to the Company at its Home Office, elect to have the net sum payable under this Policy upon the death of the Insured paid either in cash or as follows:

(1) By the payment of an annuity equal to three per centum of such net sum payable at the end of each year during the lifetime of the beneficiary, and by the payment upon the death of the beneficiary of the said net sum, together with any accrued portion of the annuity for the year then current, unless otherwise directed in said notice, to the beneficiary's legal representatives or assigns.

(2) By the payment of equal annual instalments for a specified number of years, the first instalment being payable immediately, in accordance with the following table for each one thousand dollars of said net sum.

(3) By the payment of equal annual instalments payable at the beginning of each year for a fixed period of twenty years and for so many years longer as the beneficiary shall survive, in accordance with the following table for each one thousand dollars of said net sum.

Any instalments payable under (2) or (3) which shall not have been paid prior to the death of the beneficiary shall be paid, unless otherwise directed in said notice, to the beneficiary's legal representatives or assigns.

When any option calling for annual payments is elected, this Policy shall be surrendered upon its maturity and a supplementary non-participating contract shall be issued for the option elected.

Unless otherwise specified by the owner or by the beneficiary in making such election, the beneficiary may at any time surrender the contract guaranteeing the payment of instalments, for the commuted value of the payments yet to be made, computed upon the same basis as option (2) in the following table; provided that no such surrender and commutation will be made under option (3), except after the death of the beneficiary occurring within the aforesaid twenty years:

TABLE OF INSTALMENTS FOR EACH \$1,000.

OPTION (2)				OPTION (3)					
Number of Annual Instalments	Amount of Each Instalment	Number of Annual Instalments	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment
1	\$1000.00	11	\$104.92	10	\$39.52	30	\$44.98	50	\$56.60
2	507.39	12	97.53	11	39.70	31	45.39	51	57.30
3	343.23	13	91.29	12	39.89	32	45.82	52	57.99
4	261.19	14	85.94	13	40.08	33	46.27	53	58.66
5	211.99	15	81.32	14	40.28	34	46.74	54	59.33
6	179.22	16	77.29	15	40.49	35	47.23	55	59.97
7	155.83	17	73.74	16	40.71	36	47.73	56	60.58
8	138.30	18	70.59	17	40.94	37	48.26	57	61.17
9	124.69	19	67.78	18	41.18	38	48.80	58	61.72
10	113.81	20	65.25	19	41.43	39	49.36	59	62.23
				20	41.69	40	49.95	60	62.71
				21	41.96	41	50.55	61	63.15
				22	42.24	42	51.17	62	63.54
				23	42.53	43	51.80	63	63.89
				24	42.84	44	52.46	64	64.19
				25	43.16	45	53.12	65	64.45
				26	43.49	46	53.81	66	64.67
				27	43.84	47	54.50	67	64.85
				28	44.21	48	55.19	68 and over	65.00
				29	44.59	49	55.89		

No person except an Executive Officer of the Company as aforesaid has power to modify, or in event of lapse to reissue, this Policy or to extend the time for paying a premium.

In Witness Whereof, the Company has caused this Policy to be executed this First

day of January, 1908.

Sample Policy.



J. M. McGowan
President

NOTICE TO POLICY-HOLDER

Payments are invalid unless

made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

The Company's agents have no authority

to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

Privilege of voting for Directors.

The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

Notify the Home Office, 1 Madison Avenue, New York City, of any change in your address, and give the Policy number in any communication to the Company.

Metropolitan
Life Insurance
Company.

NEW YORK

Number

Sample C

United Payment Life

20 Years

Insurance on the Life of

James E. Simpson

New York, N. Y.

Amount \$ 500

Annual Premium \$ 20.⁵⁶/₁₀₀

Date of Policy

January 1st 1908.

Agent Sample.





